

# *The Steel Company of Canada Limited*

*Montreal, Canada*

OFFICE OF VICE-PRESIDENT

May 8th., 1925.

Personal

Sir Arthur W. Currie, G.C.M.G., K.C.B.  
Principal and Vice-Chancellor,  
McGill University, Montreal.

Dear Sir Arthur;-

Referring to our discussion yesterday, at your request, I give you a copy of the letter written me by our Sales Manager, from which I quoted, and the source of which I would ask you to be sure to keep private.

After I had written my letter to Mr. Sugars, which you read yesterday, for the sake of getting the benefit of other opinion, I submitted the proposed outline of Course to my Works Manager, a Science graduate, and my Sales Manager, who is not a College man and who has succeeded by his inherent qualities. I found that they were both in agreement that studies, along the lines laid down, would be misleading rather than helpful,- not only because some of the matters to be dealt with were likely to be away over the head of the individual but, in other respects, such as the study of climate, customs and character of peoples, transportation systems, etc., as pertaining to the development of export trade in ~~the~~ a country, were all informative but had but little bearing on actual business unless they could be pursued with intimate associations which would connect the plans with a particular line, and with the understanding that such plans would be subject to a material change if applied to another business. One is likely to get into deep water trying to determine how one shall select agents, representatives, or sales forces, or enter into such fields of teaching.

Listening to Mr. Sugars' remarks, I think that he is failing to put down what he wants to do. If he has in mind definite matters, such as he referred to, viz; the practice of "hedging" in the purchase of sugar, cotton, etc., that is interesting and informative as indicating a particular practice, having a definite purpose, and being followed widely in connection with goods which are quoted on established exchanges and are subject to wide fluctuations.



- C O P Y -

April 30, 1925.

Dear Sir:

You recently requested that we should give preference to students of McGill University, who are taking up the Commercial Course, should we require any additional help during the holiday season.

I am sorry to say that I have been very much disappointed with the applications that have been made to us from time to time by graduates of the course. If the impressions made upon the minds of the students are represented by the attitude shown in some of the applications we have received, they would seem to be quite astray in their conception of what a business career calls for, if success is to be attained.

I quote from one application, as follows:

"Secured my degree from McGill this year. My studies included Accounting, Economics, Statistics, Banking, Insurance, French and English as major subjects. I specialized in Accounting.

I would like very much to have a chance to give expression to my own ideas and initiative. I find it very difficult to describe exactly what I would like to do, but at the same time I would prefer to escape as much routine work as possible."

I quote from another application:

"I enclose herewith my application for employment to your company. I would like to enter the Financial or Secretarial end of the business as I beleive (incorrectly spelled) the general business education I have received would be very valuable to me along those lines.

Concerning my education and qualifications, I have obtained a thorough practical education. I have passed through -- -- -- the school of Commerce of McGill University, During my University course I have had a three years training in Economics, Corporation and Commercial Law, Accounting, Business Organization and other Arts and commercial subjects including a study of the fundamentals of Production, Merchandising and Advertising."

In this application the word 'mentioned' was spelled "mentionned". Believe was written as 'Beleive' twice. Technicalities was written 'technalities'.

The writer of this second letter was 21 years of age at the time of his application. You will note that in spite of his mistakes in spelling that he felt he could fill a secretarial position.

Yours truly,

April 2nd, 1925.

Ross H. McMaster, Esq.,  
The Steel Company of Canada,  
Montreal.

Dear Mr. McMaster:-

Thank you for your letter of yesterday and let me assure you again that we at McGill appreciate very much indeed the interest which you and the other business men of the Committee of the Department of Commerce take in the curriculum of that school.

It has always been one of my aims to make McGill University serve the interests of the country generally and of this city in particular. During the past few years we have got very much closer to the Chartered Accountants Association with whom we wish to work in most complete harmony. There is no reason why all their suggestions cannot be met, though I think it would be a wrong policy for us to arrange for the regular undergraduates at McGill to have classes in the evening. However, we can take care of these by arranging separate lectures for those preparing for the Chartered Accountants' examination in the offices down town.

I shall always be very pleased to have from you any comments which you feel would be helpful.

Yours faithfully,

# THE STEEL COMPANY OF CANADA, LIMITED.

CABLE ADDRESS: "MONSTELCO"

IN REPLY PLEASE

REFER TO ROSS H. McMASTER

MONTREAL,  
CANADA.

April 1st., 1925.  
Dict. March 31st.,

General Sir Arthur Currie, G.C.M.G., K.C.B.,  
Principal McGill University,  
Montreal, Canada.

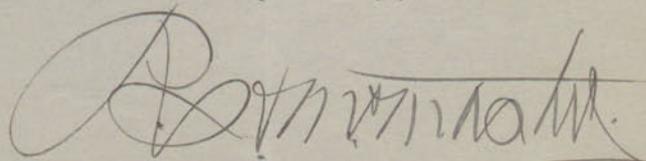
Dear Sir Arthur:-

Certain remarks were made yesterday, I believe quite unconsciously, which seemed to show a lack of proper perspective as regards the Commerce Course. I speak from the standpoint of one who considers it a matter of great regret that we should find so many of our College graduates leaving Canada in search of a future. We may safely say, however, that, in connection with the Commerce Course, its graduates, perhaps more than those from any other Faculty, are more likely to remain in our midst and, therefore, there is a greater possibility of reaping the harvest from a college education.

From this particular standpoint, therefore, it seems essentially proper that, in framing our courses of study, we should have regard to the suggestions and aims of any sphere of activity, such as is represented by the Chartered Accountants' Association, with a desire to serve practical ends in our college course and prepare Canadians for a future in Canada.

This, of course, is not critical but merely to emphasize a matter which I think is of prime importance.

Yours very truly,



Vice-President.

RHMCM:MKS.

February 21st, 1925.

C. E. Johnston, Esq.,  
Suite 3, 19 Trowbridge Street,  
Cambridge, Mass.

Dear Mr. Johnston:-

Thank you very much for your  
letter of February 18th.

In the course of a few weeks  
now final arrangements will be made for our staff  
in the Department of Commerce for next year. I  
shall bear your application in mind should there  
happen to be a vacancy.

Yours faithfully,

Principal.

Suite 3, 19 Trowbridge St.,  
Cambridge, Mass.

Feb. 18, 1925.

Dear Sir:

I wish to enquire whether there will be any vacancy in the fall next session in connection with courses in Finance and General Business. I am anxious to obtain a position in Canada in connection with the teaching and development of these courses.

In regard to myself, I am a pre-war graduate and M.A. of Toronto. I went overseas with one of the university companies and obtained the degree of B.Litt. from Oxford after the war. I then spent three sessions as Professor

of Economics and Banking in one of the colleges which constitute the University of Allahabad, India, and returned to America in the autumn of 1923. I am now completing my second and final year in the Graduate School of Business Administration of Harvard University. Since my arrival in the United States, I have also been lecturer in Business Finance and Fundamentals of Business in the School of Business Administration of the North-Eastern University in Boston. During the present year, I have been a member of the student editorial board of the

"Harvard Business Review." In  
~~the~~ past I have done considerable  
 research work in Canadian  
 banking.

I am now anxious to obtain  
 a position in Canada in order  
 that I may return there permanently.

I should be glad to  
 supply further information  
 if needed.

Yours very truly

C. E. Johnston.

Sir Arthur Currie,  
 President,

McGill University,  
 Montreal.

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February 21, 1921.

Kenneth C. M. Sills, Esq.,  
Bowdin College,  
Brunswick,  
Maine.

Dear Sir,

I thank you for your letter of the 16th bringing to my attention the qualifications of Mr. F. E. Nowlan, now Assistant Professor in the Department of Mathematics of Bowdin College. If a vacancy should arise in connection with the staff of that Department here I shall be very glad to keep the name of Mr. Nowlan in mind.

Yours faithfully,

Principal.

MCGILL UNIVERSITY  
MONTREAL

SCHOOL OF COMMERCIAL STUDIES

April 25<sup>th</sup> 1923

Dear Mr. Principal,

The annexed syllabus of work in Law for Commerce students is good. I would suggest that there be added to it a series of Lectures on Income-Tax Law and a few Lectures on Public International Law, the latter being particularly important for men entering the Consular Service.

Yours very truly  
Robert M. Sigars

Suggested curriculum in Commercial Law for the last two years of a four year Commerce course - three hours per week throughout the two years.

Third Year: First Term: (a) Introduction to the study of law. (Legal concepts and terms; the two systems in Canada; Common, Code and Statute Law).  
(b) Elementary Principles of the Law of Contract.

Second Term: (a) Partnership and Company Law.  
(b) Sale of Goods.

Fourth Year: First Term: (a) Bankruptcy.  
(b) Negotiable Instruments.

Second Term: (a) General Principles of Direct and Vicarious Liability for Accidents.  
(b) Insurance Law.

NOTE: The subjects mentioned should be treated from the point of view of the business man and manufacturer rather than from that of the lawyer. The purpose of the course should be not to make the business man or manufacturer independent of the lawyer, but rather to enable him, so far as possible, to avoid legal entanglements and to impress upon the student the advisability of seeking legal advice before rather than after closing a contract or entering upon an enterprise or operation likely to give rise to legal complications,

*D. S. Lyndale*

Assistant Professor of Commercial Law,

Faculty of Law.

April 24th, 1923.

*To Prof Sugars*

*For your information  
and remarks please.*

*24/4/23. A. W. Currie,*

April  
Nineteenth  
1923.

W. B. Brewer, Esq.,  
Secretary, Commercial Society,  
McGill University.

My dear Mr. Brewer:-

Let me thank you for your letter of April 18th and say in reply that I consider the banquet of the Commercial Society one of the most enjoyable University functions I have attended.

I think the arrangements were excellent and I am sure that the impression left on the minds of the Montreal business men there was of a most favourable character.

Yours faithfully,

Principal.

# Commercial Society of McGill University

Official Undergraduate Organization of the School of Commerce.

Apr. 18th. 1923.

Sir Arthur Currie,  
Principal,  
McGill University.  
Montreal. P.Q.

Dear Sir,

At a recent meeting of the executive of the Commercial Society I was instructed to tender to you the sincere thanks of the Commercial Society for your presence at the banquet held recently in the Mount Royal Hotel, and for the excellent manner in which you outlined the activities and possibilities of our course.

Through the untiring interest and efforts of Dr. Villard and the members of the banquet committee the executive feels that the banquet achieved its object of bringing before the Montreal business world the value of the Department of Commerce.

Assuring you of our warmest appreciation,  
I am,

Yours respectfully,

*W. B. Brewer*

Secretary Commercial Society.

WBB/M

February  
Nineteenth  
1923.

Dear Dean Laing:-

With reference to your letter of the 15th of February re the Committee appointed to suggest a curriculum of a four year course in Commerce, I would like you to act as Chairman and Convener of that Committee. Your associates will be Professors Leacock, Sugars, Sandwell, R. R. Thompson and Mr. C. R. Hazen.

You are at liberty to add to that committee any one whose services you consider would be of value. I am writing to Professor Leacock.

Yours faithfully,

Principal.

Dr. Gordon Laing,  
Dean, Faculty of Arts,  
Arts Building.

February  
Nineteenth  
1923.

Dear Dr. Leacock:-

A committee has been appointed to suggest a curriculum for a four year course in Commerce.

Dean Laing is Chairman and Convener of that committee, on which I would like you to serve.

Yours faithfully,

Principal.

Dr. Stephen Leacock,  
Arts Building.

McGILL UNIVERSITY  
MONTREAL.

FACULTY OF ARTS.  
OFFICE OF THE DEAN.

February 15, 1923.

Sir Arthur Currie,  
Principal, McGill University.

Dear Sir Arthur,

I understand that the Committee appointed by you at a meeting of the Commerce Committee on Friday, December 8th, to map out a curriculum of a four year course in Commerce, consists of the following:- Professors Sugars, Sandwell, R.R. Thompson, Mr. C.R. Hazen and myself. Who is the Convenor of the Committee? Would you have any objection to adding Dr. Leacock? His work is very closely affiliated with that of the School of Commerce and he is always of the greatest assistance on a Committee of this kind.

Sincerely yours,

MDF/GJL

*Will you please act as convenor  
yes, re Leacock.  
Awt.*

*Gordon Fung*  
convenor

# University of Pennsylvania Bulletin

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ANNOUNCEMENT  
OF  
THE WHARTON SCHOOL  
OF  
FINANCE AND COMMERCE  
1921-22



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1103, Act of October 3, 1917, authorized on July 29, 1918.

## CATALOGUE AND ANNOUNCEMENTS OF THE UNIVERSITY

Copies of the University Catalogue may be obtained upon application to the Secretary of the University, 3446 Walnut Street, Philadelphia.

The Announcements of the several Schools of the University, containing more detailed information as to courses than is given in the University Catalogue, may be had by application to the Deans or Directors of those schools. The list of these Announcements follows:

THE COLLEGE (including Arts and Science and Biology). *Apply to the Dean, College Hall.*

THE COLLEGE COURSES FOR TEACHERS. *Apply to the Director, College Hall.*

THE SUMMER SCHOOL. *Apply to the Director, College Hall.*

THE TOWNE SCIENTIFIC SCHOOL (including courses in Chemistry, Chemical Engineering, Mechanical, Electrical and Civil Engineering). *Apply to the Dean, Engineering Building.*

THE WHARTON SCHOOL OF FINANCE AND COMMERCE. *Apply to the Dean, Logan Hall.*

THE SCHOOL OF EDUCATION. *Apply to the Dean, College Hall.*

THE SCHOOL OF FINE ARTS (including Architecture, Music, and Fine Arts). *Apply to the Dean, Harrison Hall.*

THE OFFICE OF ADMISSIONS (Undergraduate Courses). *Apply to the Director, in Harrison Hall.*

THE GRADUATE SCHOOL. *Apply to the Dean, College Hall.*

THE SCHOOL OF MEDICINE. *Apply to the Dean, Medical Laboratories Building.*

THE SCHOOL OF LAW. *Apply to the Dean, Law School Building.*

THE SCHOOL OF DENTISTRY. *Apply to the Dean, Evans Institute Building.*

THE SCHOOL OF VETERINARY MEDICINE. *Apply to the Dean, Veterinary Building.*

THE GRADUATE SCHOOL OF MEDICINE. *Apply to the Dean, Medical Laboratories Building.*

THE SCHOOL OF HYGIENE AND PUBLIC HEALTH. *Apply to the Director, Hygiene Laboratory.*

THE EVENING SCHOOL OF ACCOUNTS AND FINANCE. *Apply to the Director, Logan Hall.*

EXTENSION COURSES. *Apply to the Director, Logan Hall.*

ANNOUNCEMENT  
OF  
THE WHARTON SCHOOL  
OF  
FINANCE AND COMMERCE

1921-22



Founded 1740

PHILADELPHIA  
PRESS OF THE UNIVERSITY OF PENNSYLVANIA  
JANUARY, 1921

ANNOUNCEMENT

THE WHARTON SCHOOL

FINANCE AND CREDIT

1921-22



UNIVERSITY OF PENNSYLVANIA

PHILADELPHIA, PA.

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## CALENDAR

1921.

- Jan. 3, Monday . . . Christmas Recess ends. All departments, 8 A. M.
- Jan. 10, Monday . . . Last day to register for January-February entrance examinations without paying the extra fee.
- Jan. 22, Saturday . . . Last day for filing applications for admission to the second term without paying the late application fee.
- Jan. 24, Monday  
to
- Feb. 4, Friday . . . Entrance Examinations.
- Jan. 24, Monday  
to
- Feb. 5, Saturday . . . Mid-Year Examinations.
- Feb. 7, Monday . . . Second Term begins.
- Feb. 22, Tuesday . . . University Day. Recess.
- Mar. 23, Wednesday . . . Easter Recess begins at close of classes.
- Mar. 31, Thursday . . . Easter Recess ends, 8.30 A. M.
- Apr. 4, Monday . . . Re-examinations, First Term.
- May 2, Monday . . . Last date for receipt of Theses, Prize Essays and Reports. Spring registration of all Upper-classmen.
- May 30, Monday  
to
- June 11, Saturday . . . Final Examinations.
- June 12, Sunday . . . Graduation Sermon.
- June 15, Wednesday . . . Commencement.
- June 20, Monday  
to
- June 25, Saturday . . . Entrance Examinations. These examinations are given by the College Entrance Examination Board at many centers throughout the United States and Canada.
- July 5, Tuesday . . . Summer School Session begins: College 9 A. M.
- Aug. 13, Saturday . . . Summer School Session ends: 6 P. M.
- Sept. 10, Saturday . . . Last day to register for September entrance examinations without paying extra fee. (See page 18.)

- Sept. 19, Monday  
to  
Sept. 24, Saturday . . . Entrance Examinations.  
Sept. 19, Monday  
to  
Sept. 24, Saturday . . . Re-examination of conditioned students.  
Sept. 27, Tuesday  
to  
Sept. 29, Thursday . . . Registration of Freshmen.  
Sept. 30, Friday . . . . . Session begins.  
Nov. 23, Wednesday . . . Thanksgiving Recess begins at the close of  
classes.  
Nov. 28, Monday . . . . . Thanksgiving Recess ends, 8.30 A. M.  
Dec. 17, Saturday . . . . . Christmas Recess begins at the close of classes.

## THE WHARTON SCHOOL OF FINANCE AND COMMERCE

The Wharton School of Finance and Commerce is a part of the University of Pennsylvania, the University that was founded, under the stimulus of Benjamin Franklin, for the "Youth in Pennsylvania" as a place of "Learning more extensive and suitable to their future circumstances."

Joseph Wharton, LL.D., Sc.D., a prominent manufacturer of Philadelphia, was the first to see the necessity of a new type of College training that should meet the needs of young men preparing for business, for the study of the law, and for public service. In 1881, he established at the University of Pennsylvania the school which bears his name, and is the oldest school of its kind in the United States. He stipulated that it should offer facilities for:

(1) An adequate education in the principles underlying successful civil government.

(2) A training suitable for those who intend to engage in business or undertake the management of property.

The Wharton School exists for the purpose of training men for industrial and commercial life and for the public service. It has been organized to carry out this purpose by the establishment of the following departments:

Accounting	Geography and Industry
Business Law	Insurance
Commerce and Transportation	Merchandising
Economics	Political Science
Finance	Sociology

### THE UNDERGRADUATE COURSE OF STUDY

The course of study in the Wharton School is open to those graduates of approved secondary schools who are able to satisfy the requirements for admission to the University. Details of the University entrance requirements may be found upon a later page of this Announcement.

All students take the same courses during their Freshman year. Prior to the beginning of the Sophomore year, each student must have elected some field in which he desires to become proficient. During the succeeding years he will be under the direction of the member of

the Faculty whose group of courses he has elected to take. Courses for upper-classmen are planned in accordance with the "Group System". There is arranged for each field that grouping of courses which gives the best and broadest training. Details of the course of study, of the "Group System" and of the courses offered may be found in this Announcement.

Of particular importance is the fact that courses given in other departments of the University are open to Wharton School students. Students in the Wharton School not only may, but are encouraged by the Faculty to take a considerable proportion of their work in the Sciences or in the Liberal Arts and in the more general courses within the Wharton School. The intent of this policy is to afford the graduate not only a broad, thorough training in his chosen field, but also that more general educational background which comprises an essential part of a well rounded college education.

The course extends over a period of four years and leads to the degree of Bachelor of Science in Economics.

#### THE GRADUATE COURSE IN BUSINESS ADMINISTRATION A SPECIALIZED TWO-YEAR COURSE FOR COLLEGE GRADUATES LEADING TO THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

In order to meet the needs of those students who prefer a college training before specializing in business courses, the Graduate School of the University of Pennsylvania has arranged a special course for graduates of accredited colleges and universities.

The established organization of the Wharton School and the large number of its officers of instruction, together with the advantages of field and laboratory work available in Philadelphia, offer exceptional opportunities for graduate work in Business Administration.

Correspondence as to this course should be directed to the Dean of the Graduate School, College Hall.

Major Groups have been arranged such as Manufacturing, Insurance, Public Service, Labor Management, Merchandising, Transportation and Commerce, Finance and Banking, and Foreign Trade and Commerce. Sixteen units of work are required in the first year and fourteen units and a thesis in the second year. Of these units four must be in the major work in the first year and six in addition to a thesis in the second year.

Graduates of the Wharton School, who have had undergraduate courses, which, in the opinion of the Group Committee, are equivalent to the first year's work of this special graduate course, may be admitted to the second year of the course and be eligible to the special Master's

degree after one year of satisfactory resident work. The Committee will also pass upon applications for advanced credit for courses pursued in collegiate institutions.

## THE CURRICULUM

## FIRST YEAR

Major Group.....	4 units
Advanced Economics.....	2 "
Industry.....	2 "
Commercial Credit and Banking.....	2 "
Transportation.....	2 "
Taxation and Public Finance.....	2 "
Electives.....	2 "

(One of the following):

- (a) Insurance, (b) Business Law, (c) Merchandising  
(d) Finance, (e) Labor, (f) Markets and Marketing  
Methods, (g) Foreign Trade.

## SECOND YEAR

## Thesis in Major Group

Major Group.....	6 units
Electives.....	8 "

(Four of the following):

- (a) Insurance, (b) Business Law, (c) Merchandising,  
(d) Finance, (e) Labor, (f) Markets and Marketing  
Methods, (g) Foreign Trade.

With the approval of the Committee in charge any exclusively graduate course in economics, political science or sociology may be substituted for one or more of the above electives.

## COURSES IN THE COLLEGE

Practically all the courses offered in the College Department are open to Wharton School students. For information with regard to hours, prerequisites, and titles of such courses refer to the College Announcement.

The following courses have been designed especially for students in the Wharton School:

German 30. Commercial German for Wharton School Students.

Both terms. Three hours. Three units. Dr. E. M. FOGEL.

Mathematics of Finance 1. (First Term.)

Mathematics of Finance 2. (Second Term.)

Two hours. Two units. Dr. H. H. MITCHELL.

Psychology 5W. Industrial Psychology. Two hours. Two units.

## INDUSTRIAL CO-OPERATION

The Wharton School is under special obligation to many industrial, commercial and civic leaders of Philadelphia and of the adjacent communities. Without the presence of a great business center and the advice and co-operation of its leaders, sound instruction in the principles and practice of business organization and allied subjects, would be difficult, if not impossible. Business executives give lectures as a part of the regular instruction in certain courses. Each academic year many business concerns co-operate by making available their institutions for visits of inspection and for special laboratory field work by students.

## SPECIAL LECTURES

The Wharton School is indebted to the following men who during the past year have given special lectures to groups of students specializing in Finance and Merchandising: L. Beck, Moncure Biddle, D. M. Johnson, H. H. Kynett, J. Montgomery, C. M. Wessels, and to others listed on page 51.

Inquiries for further information regarding the Wharton School should be directed to

THE DEAN,

Wharton School of Finance and Commerce,

Logan Hall,

University of Pennsylvania,

Philadelphia, Pa.

## OFFICERS AND FACULTY

### THE UNIVERSITY

*Acting Provost*—JOSIAH HARMAR PENNIMAN, PH.D., LL.D.

Office, 102 College Hall.

*Assistant to the Provost*—J. HARTLEY MERRICK, A.B.

Office, 102 College Hall.

*Secretary*—EDWARD W. MUMFORD, PH.B.

Office, 3446 Walnut Street.

*Treasurer*—F. CORLIES MORGAN.

Office, 3446 Walnut Street.

*Assistant Treasurer*—R. L. S. DOGGETT.

Office, 3446 Walnut Street.

*Comptroller*—W. O. MILLER, A.B.

Office, 3446 Walnut Street.

*Recorder*—GEORGE E. NITZSCHE, LL.B.

Office, 3437 Woodland Avenue.

*Bursar*—HORACE R. BARNES, A.B.

Office, 3433 Woodland Avenue.

### THE WHARTON SCHOOL

*Dean of the Wharton School*—EMORY R. JOHNSON, PH.D., SC.D.

Office, 102 Logan Hall.

*Registrar of the Wharton School*—THOMAS A. BUDD, B.S. IN ECON.

Office, 101 Logan Hall.

### OFFICERS OF INSTRUCTION

FELIX EMANUEL SCHELLING, PH.D., LITT.D., LL.D., JOHN WELSH  
Centennial Professor of History and English Literature.

ARTHUR WILLIS GOODSPEED, PH.D., Professor of Physics, and Director  
of the Randal Morgan Laboratory of Physics.

EDWARD POTTS CHEYNEY, A.M., LL.D., Professor of European History.

HUGO ALBERT RENNERT, PH.D., Professor of Romanic Languages and  
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LIGHTNER WITMER, PH.D., Professor of Psychology, and Director of  
the Psychological Laboratory and Clinic.

JOSIAH HARMAR PENNIMAN, A.M., PH.D., LL.D., Acting Provost, and  
Professor of English Literature.

- EMORY RICHARD JOHNSON, M.L., Ph.D., Sc.D., Dean of the Wharton School, and Professor of Transportation and Commerce.
- CLARENCE GRIFFIN CHILD, Ph.D., L.H.D., LL.D., Professor of the English Language.
- HERMAN VANDENBURG AMES, Ph.D., Dean of the Graduate School, and Professor of American Constitutional History.
- EDGAR ARTHUR SINGER, JR., Ph.D., Professor of Philosophy.
- WILLIAM EZRA LINGELBACH, Ph.D., Professor of Modern European History.
- GEORGE HERVEY HALLETT, Ph.D., Professor of Mathematics.
- ARTHUR HOBSON QUINN, Ph.D., Dean of the College Faculty, and Professor of English.
- JAMES THOMAS YOUNG, Ph.D., Professor of Public Administration.
- CORNELIUS WEYGANDT, Ph.D., Professor of English Literature.
- EDWARD SHERWOOD MEAD, Ph.D., Professor of Finance.
- \*CARL KELSEY, Ph.D., Professor of Sociology.
- HENRY BROWN EVANS, Ph.D., Professor of Mathematics.
- ARTHUR CHARLES HOWLAND, Ph.D., Director of the College Courses for Teachers, and Professor of Medieval History.
- ROBERT TAIT MCKENZIE, M.P.E., C.M., M.D., Professor of Physical Education and Physical Therapy, and Director of the Department of Physical Education.
- EDWIN BURKET TWITMYER, Ph.D., Professor of Psychology, and Assistant Director of the Psychological Laboratory.
- SOLOMON S. HUEBNER, Ph.D., Professor of Insurance and Commerce.
- THOMAS CONWAY, JR., Ph.D., Professor of Finance.
- JAMES P. LICHTENBERGER, Ph.D., Professor of Sociology.
- HAROLD CHARLES BARKER, Ph.D., Professor of Physics.
- THOMAS POTTER MCCUTCHEON, Ph.D., Assistant Professor of Chemistry.
- EDWARD PRESTON MOXEY, JR., Ph.D. (C.P.A.), Professor of Accounting.
- LOUIS WILLIAM FLACCUS, Ph.D., Professor of Philosophy.
- THOMAS DENIS O'BOLGER, Ph.D., Assistant Professor of English.
- JOHN JAMES SULLIVAN, LL.B., LL.D., Professor of Corporation Law.
- GEORGE GAILEY CHAMBERS, Ph.D., Assistant Professor of Mathematics, and Director of Admissions.
- JAMES PYLE WICKERSHAM CRAWFORD, Ph.D., Professor of Romanic Languages and Literature.
- FRANK GOULDSMITH SPECK, Ph.D., Assistant Professor of Anthropology.
- GROVER GERHARDT HUEBNER, Ph.D., Professor of Commerce and Transportation.

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\* Absent on leave, second term, 1920-21.

- JAMES CURTIS BALLAGH, PH.D., LL.D., Professor of Political Science.  
HOWARD HAWKS MITCHELL, PH.D., Assistant Professor of Mathematics.
- HERBERT WILLIAM HESS, PH.D., Professor of Merchandising.  
CLYDE LYNDON KING, PH.D., Professor of Political Science.  
PERCY VAN DYKE SHELLY, PH.D., Assistant Professor of English.  
ALBERT EDWARD MCKINLEY, PH.D., Professor of History.  
CHARLES HARTSHORN MAXSON, PH.D., Assistant Professor of Political Science.
- DANIEL EDWARD OWEN, PH.D., Assistant Professor of English.  
ERNEST MINOR PATTERSON, PH.D., Professor of Economics.  
ROBERT RIEGEL, PH.D., Assistant Professor of Insurance and Statistics.  
GEORGE WILLIAM MCCLELLAND, PH.D., Assistant Professor of English, and Assistant Director of Admissions.
- THEODORE J. GRAYSON, B.S. IN ECON., LL.B., Assistant Professor of Finance, and Director of the Evening School and the Extension Schools.
- BENJAMIN FRANKLIN SCHAPPELLE, PH.D., Assistant Professor of Romanic Languages.
- JOHN COOPER MENDENHALL, PH.D., Assistant Professor of English.  
GEORGE ARTHUR MACFARLAND, B.S. IN ECON., Assistant Professor of Accounting.
- WENDELL PHILLIPS RAINE, B.S. IN ECON., A.M., Assistant Professor of Business Law.
- GORDON BENNETT ANDERSON, PH.D., Assistant Professor of Finance.  
MIGUEL ROMERA-NAVARRO, A.B., L. EN D., Assistant Professor of Romanic Languages.
- JOSEPH HENRY WILLITS, PH.D., Professor of Industry and Geography.  
ALFRED G. WHITE, A.M., Assistant Professor of Geography.  
RICHARD H. LANSBURGH, A.M., Assistant Professor of Industry.  
EMILE DOERNENBURG, PH.D., Assistant Professor of German.  
SHELDON WEBB ANDING, LT. COL. U. S. A., Professor of Military Science and Tactics.
- WILLIAM PAGE HARBESON, B.S., LL.B., Assistant Professor of English Literature.
- CLARENCE NEWELL CALLENDER, B.S. IN ECON., A.M., Assistant Professor of Business Law.
- FRANCIS H. SHIELDS, A.B., LL.B., Assistant Professor of Corporation Law.
- JOHN DOLMAN, JR., Assistant Professor of English and Public Speaking.  
ARTHUR THOMAS CAMERON, B.S. IN ECON., A.M. (C.P.A.), Assistant Professor of Accounting.

- FRANK ALAN LAURIE, JR., B.S., A.M., Assistant Professor of English.  
ALBERT CROLL BAUGH, PH.D., Assistant Professor of English.  
PAUL CLIFF KITCHEN, PH.D., Assistant Professor of English.  
RICHARD S. STOYLE, PH.B., LL.B., Assistant Professor of Finance.  
CLEMENT VOLLMER, PH.D., Assistant Professor of German.  
CHARLES KELLEY KNIGHT, PH.D., Assistant Professor of Insurance.  
RAYMOND T. BYE, PH.D., Assistant Professor of Economics.  
ALFRED H. WILLIAMS, A.M., Assistant Professor of Industry, and  
Director of the Industrial Service Department.  
FRANK PARKER, B.S. IN ECON., LL.B., Assistant Professor of Finance.  
JEAN BAPTISTE BECK, PH.D., Assistant Professor of Romanic Lan-  
guages.  
WITT BOWDEN, PH.D., Assistant Professor of History.  
HARRY T. COLLINGS, PH.D., Professor of Economics.  
JAMES H. S. BOSSARD, PH.D., Assistant Professor of Sociology.  
ST. GEORGE LEAKIN SIOUSSAT, PH.D., Professor of American History.  
FRANK ERNEST WILLIAMS, A.M., Assistant Professor of Geography  
and Industry.

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- THOMAS ALLIBONE BUDD, B.S. IN ECON., Instructor in Accounting,  
and Registrar of the Wharton School.  
LAMBERT OTT, JR., B.S. IN ECON., LL.B., Instructor in Business Law.  
HAROLD SAVIN SHERTZ, LL.B., Instructor in Business Law.  
✓ JEREMIAH LOCKWOOD, B.S. IN ECON., A.M., Instructor in Accounting.  
THOMAS ANDREW BARTLEY, B.S. IN ECON., Instructor in Finance.  
MICHAEL T. CAREY, Instructor in Business Law.  
WILLIAM DUNCAN GORDON, B.S. IN ECON., A.M., Instructor in Geog-  
raphy and Industry.  
WALLACE MCCOOK CUNNINGHAM, A.M., Instructor in Finance.  
FRANK H. MANCILL, LL.B., Instructor in Accounting.  
KARL WILLIAM HENRY SCHOLZ, PH.D., Instructor in Economics.  
HAROLD DARRAGH MACKENZIE, LL.B., Instructor in Business Law.  
LEIGHTON PAXTON STRADLEY, LL.B., Instructor in Finance.  
MICHAEL M. DORIZAS, A.M., Instructor in Geography.  
CHARLES BURTON GORDY, B.S. IN ECON., Instructor in Industry.  
MORGAN B. CUSHING, A.B., Instructor in Finance.  
WILLIAM C. SCHLUTER, A.M., Instructor in Finance.  
HERMAN OLIVER WEST, B.S. IN ECON., Instructor in Accounting.  
EDWARD LEROY VAN RODEN, Instructor in Political Science.  
ROBERT BRUCE MITCHELL, B.S. IN ECON., Instructor in Accounting.  
LINCOLN WITHINGTON HALL, B.S. IN ECON., Instructor in Advertising  
and Salesmanship.

- CLARENCE ARTHUR KULP, B.S. IN ECON., Instructor in Insurance.  
JOHN RUSSELL DOUBMAN, B.S. IN ECON., Instructor in Advertising.  
W. CARLTON HARRIS, LL.B., Instructor in Finance.  
LUTHER ARMSTRONG HARR, B.S. IN ECON., A.M., Instructor in Economics.  
HARRY JAMES LOMAN, B.S. IN ECON., Instructor in Insurance.  
WALTER JAMES MCCOMB, B.S. IN ECON., Instructor in Commerce and Transportation.  
ROLAND LAIRD KRAMER, B.S. IN ECON., Instructor in Commerce and Transportation.  
GEORGE HARBAUGH STEIN, A.B., LL.B., Instructor in Business Law.  
ROBERT F. IRWIN, JR., A.B., LL.B., Instructor in Business Law.  
PAUL FLEMING GEMMILL, A.B., Instructor in Industry.  
LEON HENDERSON, A.B., Instructor in Industry.  
LOUIS J. SERVAIS, B.S., Instructor in Industry.  
THEODORE RUSSELL SNYDER, B.S. IN ECON., Instructor in Industry.  
W. LEON GODSHALL, A.M., Instructor in Political Science.  
LESLIE PALMER BEEBE, B.S., Instructor in Industry.  
JOHN FRANCIS BRIDGEMAN, B.S. IN ECON., Instructor in Industry.  
HAROLD McVICAR CAMERON, A.B., Instructor in Finance.  
FRANKLIN R. CAWL, A.M., Instructor in Advertising.  
ARTHUR GARDINER COONS, A.B., Instructor in Economics.  
WALTER J. COPPOCK, B.S. IN M.E., Instructor in Industry.  
JAMES FREDERIC DEWHURST, B.S., Instructor in Industry.  
MARTIN LUTHER FAUST, A.B., Instructor in Political Science.  
WALDO E. FISHER, B.S., Instructor in Industry.  
LOUIS FLOMENHOFT, B.S. IN ECON., Instructor in Commerce and Transportation.  
CHARLES BURNELL FOWLER, A.B., Instructor in Finance.  
WILLIAM WALLACE HEWETT, A.B., Instructor in Economics.  
WILLIAM ROY HOCKENBERRY, B.S. IN ECON., Instructor in Industry.  
HENRY FRANCIS JAMES, PH.B., Instructor in Industry.  
JOHN FRANCIS JEREMIAH, B.S. IN ECON., Instructor in Insurance.  
DWIGHT GLADSTONE JOHNSON, A.B., M.A., Instructor in Finance.  
DAVID MCCAHAN, B.S. IN ECON., Instructor in Economics.  
SAMUEL HOWARD PATTERSON, B.S., A.M., Instructor in Economics.  
ALLAN FREDERIC SAUNDERS, A.B., A.M., Instructor in Political Science.  
AMOS ELIAS TAYLOR, A.B., A.M., Instructor in Economics.  
ALVIN SAMUEL TOSTLEBE, A.B., A.M., Instructor in Finance.  
CHARLES A. R. WARDWELL, B.S. IN ECON., Instructor in Finance.  
EDWARD L. MCKENNA, A.M., Instructor in Insurance.  
MORTON S. WHITEHILL, Instructor in Industry.  
ELI E. OLIVER, A.B., Instructor in Industry.  
G. W. HOFFMAN, Instructor in Economics.

CHARLES H. HANFORD, B.S. IN ECON., Instructor in Merchandising.  
 LANE W. LANCASTER, A.B., Instructor in Political Science.

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CHARLES L. CHANDLER, LL.B., Lecturer in Political Science.  
 ROLAND SLETOR MORRIS, A.B., LL.B., LL.D., Lecturer in Political  
 Science.  
 ALEXANDER WALL, Lecturer in Finance.  
 J. H. CHESTON, Lecturer in Finance.

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ARTHUR M. KERR, B.S. IN ECON., Assistant in Accounting.  
 EDWARD NEEDLES WRIGHT, B.S. IN ECON., Assistant in Accounting.  
 LELAND D. JUDD, B.S. IN ECON., Assistant in Accounting.  
 DONALD ASHCRAFT HILSEE, B.S. IN ECON., Assistant in Accounting.  
 ARTHUR DAVID LOWE, B.S. IN ECON., Assistant in Commerce and  
 Transportation.

LYNNE K. LEWIS, Assistant in Political Science.  
 LEON PEARSON, A.B., Assistant in Industry.  
 WESLEY ELDER SCOTT, B.S. IN ECON., Assistant in Accounting.  
 WILLIAM A. WIEDERSHEIM, 2D, A.B., LL.B., Assistant in Business Law.  
 HOWARD BURTT, A.B., LL.B., Assistant in Business Law.  
 HIRAM BURCHARD CALKINS, A.B., LL.B., Assistant in Business Law  
 and Political Science.

GEORGE SCOTT STEWART, JR., A.B., LL.B., Assistant in Business Law.  
 JULIUS ERNEST NACHOD, B.S., LL.B., Assistant in Business Law.  
 MICHAEL A. PERRY, B.S. IN ECON., Assistant in Business Law.  
 EARLE HEPBURN, A.B., LL.B., Assistant in Political Science.  
 WALTER MILLER BURKHARDT, LL.B., Assistant in Political Science.  
 LEMUEL BRADDOCK SCHOFIELD, A.M., Assistant in Political Science.  
 WILLIAM NICKERSON OTTINGER, A.B., LL.B., Assistant in Political  
 Science.

GEORGE V. STRONG, A.B., Assistant in Political Science.  
 RAY KINNEY, B.B.A., Assistant in Commerce and Transportation.  
 ROBERT DUNHAM AYARS, B.S. IN ECON., Assistant in Accounting.  
 SAMUEL J. BECKER, B.S. IN ECON., Assistant in Political Science.  
 JOHN SAEGER BRADWAY, A.B., LL.B., Assistant in Political Science.  
 RALPH FREDERICK BREYER, B.S. IN ECON., Assistant in Commerce  
 and Transportation.

HAROLD NESBITT BURT, B.S. IN ECON., Assistant in Geography and  
 Industry.

RUSSELL McCORMICK, B.S. IN ECON., Assistant in Advertising.  
 I. NATHANIEL TREBLOW, B.S. IN ECON., Assistant in Business Law.  
 ROBERT BRUCE WATSON, B.S. IN ECON., Instructor in Political Science

CHARLES PRESSLEY WHITE, A.B., Assistant in Economics.  
GEORGE SMITH WOLBERT, B.S., LL.B., Assistant in Business Law.  
A. S. OLMSTED, Assistant in Business Law.  
A. R. STAPLES, LL.B., Assistant in Business Law.  
E. C. LUKENS, Assistant in Business Law.  
PAUL R. RENN, Assistant in Business Law.  
H. D. SAYLOR, B.S., LL.B., Assistant in Political Science.  
ROBERT J. T. PAUL, A.B., Assistant in Political Science.  
DONALD R. YOUNG, A.B., A.M., Assistant in Sociology.  
JOHAN T. SELLIN, A.B., A.M., Assistant in Sociology.  
J. R. KEISER, B.S. IN ECON., Assistant in Accounting.

## ADMISSION TO THE WHARTON SCHOOL

Every candidate for admission should file an application in the Office of Admissions on a blank provided for that purpose. Copies of that blank may be obtained by writing to the Director of Admissions, whose office is in Alfred C. Harrison Hall, University of Pennsylvania, Philadelphia, Pa.

An Announcement containing detailed information and instructions regarding applications and admissions may also be obtained upon application to the Director of Admissions.

For admission to the first term of the session 1921-22, the application, together with the necessary credentials, should be in the Office of Admissions before four o'clock P. M. on Thursday, September 15, 1921, and for admission to the second term of the session 1921-22, before January 29, 1922.

These dates, however, do not give assurance that applications completed previously can be accepted.

If the number of applicants who satisfy the minimum entrance requirements is greater than the number of students who may be accepted in the several undergraduate courses, then those accepted will be selected from the whole number of applications in the order of excellence of the respective credentials.

In order to carry out this procedure, all applications for admission to undergraduate courses will be held until July 1st before action is taken upon them. Immediately after that date a limited number of applications will be accepted for each of the several courses, making, however, some reservation for the acceptance of additional applications later. Applications received during the month of July will be held until the end of the month and at that time considered in a similar manner. Likewise, applications will be allowed to accumulate until September 1st, and again until the close of the entrance examination period in September. Upon each date, except the last one, some reservation will be made for later applications.

Applicants whose applications are not accepted on any of these dates, except the last one, may, if they so desire, have their applications brought up for consideration at one of the later dates.

## ENTRANCE REQUIREMENTS

## ADMISSION BY CREDIT

Credit for admission to the Freshman Class is required as follows:

1. A total of at least 15 units.
2. Among the 15 units, at least  $11\frac{1}{2}$  units must have been taken from among the following subjects: English, History, and Civil Government, Mathematics, Foreign Languages, and the Sciences, as described on page 17 of the Admission Bulletin, of November 20, 1920.
3. Among the  $11\frac{1}{2}$  units at least 3 units must be in English, 1 unit in History, 1 unit in Mathematics, and either 2 units of a Foreign Language or 2 units of Science and Extra Mathematics.
4. A maximum of  $3\frac{1}{2}$  entrance units may be offered from Miscellaneous Subjects.

## SCHOOL RECORDS

Graduates of satisfactory secondary school courses may receive credit without examination for the entrance requirements in whole or in part. Secondary schools are classified for purposes of the admission of their graduates. This classification is based upon the course of study and the general equipment of the school and in addition, on the standards displayed by former graduates who have been admitted to the University. Complete information regarding the classification of secondary schools is to be found in the Admission Bulletin.

Should a candidate desire to be admitted upon the basis of his school record he should file with the Director of Admissions, immediately upon his graduation, a statement of his school record. Blanks for the submission of school records may be obtained upon application to the Director of Admissions.

## ADMISSION BY EXAMINATION

Candidates for admission may plan to meet the entrance requirements entirely by examination. Also candidates who cannot be given full credit for admission without examination may complete the entrance requirements by passing examinations.

The University gives two series of entrance examinations each year. The dates during which these examinations will be given are as follows: September 19-24, 1921, and January 20 to February 10, 1922. A fee of five dollars is charged for each series of entrance examinations taken at the University.

The University does not give a series of entrance examinations in June. For examinations in June, the application should be made to the College Entrance Board, 431 West 117th Street, New York, N. Y., and not to the University.

#### APPLICATIONS FOR EXAMINATIONS

In addition to the general application for admission, required of all candidates, each candidate desiring to take the ordinary entrance examinations must file a separate application for each series of examinations desired.

Also credentials must be submitted showing that the candidate is prepared to take the particular examination which he desires. These credentials may come from a school or a private tutor.

If the candidate has been in a school within the year preceding the date of the examination, the credentials must be endorsed by the school, or they must be accompanied by a certificate of graduation or a letter of honorable dismissal.

#### ADMISSION OF RECENT STUDENTS OF HIGHER INSTITUTIONS

An applicant for admission as a regular student, who has recently been a student in an educational institution ranking higher than a secondary school, should file an application for admission and should present complete information concerning his work in all educational institutions above the grammar school. This information should be in the form of official statements from his former institutions, and should be accompanied by a letter of honorable dismissal.

As the number of men who may be admitted to the Wharton School with advance standing is limited, candidates who have been students in educational institutions ranking higher than secondary schools are chosen with strict regard to their records in such institutions and with regard to the proportion of required work which they have successfully completed.

#### ADMISSION OF SPECIAL STUDENTS

A Special Student is one who, under certain conditions, is permitted to pursue such individual subjects as he is competent to take; he must be twenty-one years of age, and must have pursued successfully at least one year's course of study in an institution of collegiate grade.

## GENERAL INFORMATION

### FEES AND DEPOSITS

A full statement of the regulations governing the payment of fees, rents, charges and deposits will be found in the University Catalogue.

The Trustees of the University of Pennsylvania reserve the right at any time to amend or add to the regulations of the University, including those concerning fees and method of payment, and to make such changes applicable to students at present in the University, as well as new students.

Matriculation fee.....	\$5.00
Tuition fee (Undergraduate or Graduate)..... (per annum)	250.00
General Athletics and Houston Club fee..... (per annum)	20.00
Late Registration fee.....	5.00
Deposit.....	15.00
Deposit, residents in the Dormitories, in addition to the above deposit.....	25.00
Graduation fee.....	20.00

### DORMITORIES

All Freshmen in the Wharton School who do not reside at home are required to live in the dormitories, unless excused for cause. Freshmen who have completed a full year's work at another recognized college will be excused upon request.

The dormitory buildings are in a continuous group surrounding two open courts; the most recent buildings are on two sides of what will in time be a third enclosed court. Rooms vary in size from single rooms, furnished for one student, to triple suites, consisting of three bedrooms and a study. All rooms and halls are heated by steam and lighted by electricity, and lavatories and shower baths are on each floor. Many of the rooms have open fireplaces.

Regulations regarding dormitory rentals may be found in the University Catalogue.

Lists of rooms, prices and other information will be furnished by the Bursar of the University, 3433 Woodland Avenue, Philadelphia, Pa.

### SCHOLARSHIPS AND PRIZES

A list of scholarships available for students in the Wharton school will be found in the University Catalogue.

All candidates for scholarships (except those awarded by the City of Philadelphia, and the Philadelphia Board of Public Education) must transmit their applications and credentials to the Provost on or before the 15th day of May preceding the opening of the academic year in which they desire to enter. Scholarship application blanks may be procured from the office of the Provost.

No award of scholarships will be made until after the entrance examinations in June. Only such persons will be eligible for scholarships as have been admitted without conditions in June preceding the opening of the year for which the scholarships are sought. Holders of scholarships who incur conditions forfeit their scholarships.

A scholarship does not carry with it remission of any fee but that for tuition.

For a list of prizes see University Catalogue.

#### STUDENT EMPLOYMENT

It is advisable for a student of limited means not to undertake outside work until his second or Sophomore year. The Freshman year should be concentrated upon his studies, the selection of his friends and acquaintances and upon learning the methods of work and general conditions which obtain in a great university. A Student's Employment Bureau has been organized at the Houston Club of the University and full information upon opportunities for employment may be obtained from this Bureau.

#### INDUSTRIAL SERVICE DEPARTMENT

The Faculty has created an Industrial Service Department whose function is to assist Seniors and Alumni to opportunities in business for which their training and abilities fit them. Information may be obtained from Assistant Professor A. H. Williams, Director of Industrial Service Department, Logan Hall, University of Pennsylvania.

#### THE HONOR SYSTEM

The Wharton Association, composed of the students in the Wharton School, conducts the Honor System in all quizzes and examinations in the School. On each examination paper the Honor Pledge is signed by the student. It requires him not to give or receive aid during the examination. A student who violates his pledge is tried by the Honor Committee of the Association. If convicted, for a first offense, he is given a grade indicating failure for the course. If convicted for a second offense, a student is ordinarily advised to retire from college. If he refuses to do so, he is certified to the college authorities for official action.

### THE BETA GAMMA SIGMA HONOR FRATERNITY

The Alpha Chapter of Pennsylvania of the Beta Gamma Sigma Fraternity was established at the University of Pennsylvania in January, 1916. The purpose of this Fraternity is to encourage and reward scholarship and accomplishment in all phases of business activities among the students and graduates of the Wharton School; to promote the advancement of education in the sciences of business, and to foster principles of honesty and integrity in business practices. Members of the Junior and Senior classes in the Wharton School are eligible to election. The attainment of high scholarship and promise of marked ability are the prime requisites governing election. Undergraduate members are chosen by the faculty and student members of the Fraternity. The election of Seniors and Juniors occurs in February.

### RELIGIOUS LIFE

The Christian Association and other religious bodies in the University take an active part in all student interests. Bible classes are held and the students of all religious denominations are invited by the surrounding churches, in the neighborhood of the University, to attend their services. The Association conducts a Settlement and a Summer camp for the Settlement children; the students of all departments and of all religious beliefs are invited to take part in this practical and helpful work.

## COURSE REQUIREMENTS

### FRESHMAN YEAR

(The following courses are required of all Freshmen.) Hours  
per week

P. E. 1.	Physical Education . . . . .	2
Eng. 1.	Composition . . . . .	2
Eng. 30.	English Language (first term) . . . . .	} 2
Eng. 40.	History of English Literature (second term) . . . . .	
Acct. 1.	Elementary Accounting . . . . .	3
B. L. 1.	Business Law . . . . .	} 3
	or	
Chem. 1.	General Inorganic Chemistry . . . . .	3
Econ. 1.	Principles of Economics . . . . .	3
G. & I. 1.	Resources and Industries of the U. S. . . . .	3
P. S. 1.	Government . . . . .	3

### SOPHOMORE YEAR

(The following courses are required of all Sophomores.)

P. E. 2.	Physical Education . . . . .	2
Eng. 3.	Composition (one term) . . . . .	} 2
Eng. 42.	Nineteenth Century Novelists (one term) . . . . .	

### ADDITIONAL REQUIRED WORK

Before the end of the Junior Year:

Two additional units of Political Science or Economics.

Three units of History.

One additional unit of Physical Education.

Before graduation:

Six units of foreign language (not elementary courses)

or

Three units of foreign language (not elementary courses) and three units of Science or Mathematics.

Two additional units of History.

One additional unit of Physical Education.

Two units of Senior Research work.

The satisfactory completion of a total of seventy units of work, in addition to Physical Education, is required for the degree. (A "unit" of work is the amount involved in attendance upon lectures or recita-

tions one hour a week for one year, or upon laboratory work two hours a week for one year.)

These seventy units are distributed as follows:

Wharton School subjects.....	44
College subjects required.....	17
Free electives in either Wharton School or College subjects.....	9

### COURSE GROUPINGS

Prior to registration for the Sophomore year each student is required to elect one of the following groups of courses. Descriptions of each course referred to in the following groupings will be found between pages 41 and 58, under the appropriate departmental headings.

#### THE GENERAL COURSE

##### SOPHOMORE YEAR

		Hours per week
P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	History or Foreign Language (see note).....	3
	Political Science or Economics.....	2
Fin. 1.	Money and Credit.....	3
	Three of the following:	
	Accounting 2 or 7. Accounting.....	} 9
	C. & T. 5. Transportation.....	
	Insurance 1 or 3. Insurance.....	
	G. & I. 7. Manufacturing.....	
	Electives.....	3

##### JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language.....	3
	History.....	2-3
	English—An advanced course (not included in Wharton units).....	2
	Nine units chosen from three of the following:	
	Commerce and Transportation.....	} 9
	Finance.....	
	Insurance.....	
	Geography and Industry.....	
	Merchandising.....	
	Business Law 2 or 3.....	
	Electives, Sociology suggested (maximum 5 hours).....	5

SENIOR YEAR		Hours per week
P. E. 4.	Physical Education.....	2
	Research.....	2
	History or Foreign Language, according to the un- completed History or Language requirements at the end of Junior Year (see note).....	2-3
P. S. 18.	Public Finance (one term required; one term elective)	2
	Three units chosen from the following:	
	Commerce and Transportation.....	} 3
	Geography and Industry.....	
	Finance.....	
	Merchandising.....	
	Electives (minimum 3 hours).....	3

NOTE.—Six units of advanced Foreign Language are required before graduation. Students are advised to take these in the Sophomore and Junior years, if possible. After completing three advanced units of such language the students may substitute a three-unit course in Science or Mathematics for the remaining three units of Language.

### ACCOUNTING

Professor EDWARD P. MOXEY, JR., Group Chairman.

#### SOPHOMORE YEAR

P. E. 2.	Physical Education.....	2
	Foreign Language.....	3
	History.....	3
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
Acct. 2.	Advanced Accounting.....	3
B. L. 2.	Advanced Business Law.....	3
Fin. 1.	Money and Credit.....	3
G. & I. 7.	Manufacturing Industries of the U. S.....	3

#### JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	2
	Political Science or Economics.....	2
Acct. 3.	Cost Accounting (one term).....	} 2
Acct. 4.	Auditing (one term).....	

## BROKERAGE

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		Hours per week
Acct. 5.	Practical Accounting Systems.....	2
G. & I. 8.	Industrial Management.....	3
	Electives.....	6

(Suggested courses:

- C. & T. 5. Railroad and Ocean Transportation.  
 Fin. 3. Corporation Finance.)

## SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research in Accounting.....	2
Acct. 6.	Certified Public Accountant Course.....	2
B. L. 3.	Advanced Business Law.....	3
G. & I. 9.	Field Work in Industry.....	2
	Electives.....	12

(Suggested courses:

- Ins. 3. Insurance.  
 Merch. 1. Merchandising

or

- Ins. 1. Markets and Prices.  
 Fin. 5. Investments.  
 Fin. 9. Real Estate.)

## BROKERAGE

Professor S. S. HÜEBNER, Group Chairman.

## SOPHOMORE YEAR

P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	Foreign Language.....	3
	Political Science or Economics.....	2
Ins. 1.	Stock and Produce Exchange Markets.....	3
B. L. 2.	Advanced Business Law.....	3
Fin. 1..	Money and Credit.....	3
	Electives.....	3

(Suggested course:

- C. & T. 1. Business of American Commerce.)

## JUNIOR YEAR

		Hours per week
P. E. 3.	Physical Education . . . . .	2
	Foreign Language, Science or Mathematics . . . . .	3
	History . . . . .	3
Ins. 2.	Brokerage (see note) . . . . .	} 2
	or	
Econ. 7.	Business Statistics . . . . .	
Fin. 3.	Corporation Finance . . . . .	3
Ins. 5.	Fire, Marine, etc., Insurance . . . . .	2
	Electives . . . . .	8

(Suggested course:

C. &amp; T. 5. Railroad and Ocean Transportation.)

## SENIOR YEAR

P. E. 4.	Physical Education . . . . .	2
	Research . . . . .	2
	History . . . . .	2
Ins. 2.	Brokerage (see note) . . . . .	} 2
	or	
Econ. 7.	Business Statistics . . . . .	
Fin. 5.	Investments . . . . .	3
Fin. 13.	Management and control of Trust Funds . . . . .	2
	Electives . . . . .	10

(Suggested courses:

Fin. 9. Real Estate.

G. &amp; I. 7. Manufacturing Industries of the U. S.)

NOTE.—Students who research in Brokerage are required to take Insurance 2, Brokerage, in the Senior Year.

## COMMERCE AND TRANSPORTATION

Professor G. G. HUEBNER, Group Chairman.

## SOPHOMORE YEAR

P. E. 2.	Physical Education . . . . .	2
Eng. 3.	Composition (one term) . . . . .	} 2
Eng. 42.	Nineteenth Century Novelists (one term) . . . . .	
	Foreign Language . . . . .	3
	History . . . . .	3
C. & T. 1.	Business of American Commerce . . . . .	3

	Hours per week
C. & T. 5. Railroad and Ocean Transportation.....	3
Fin. 1. Money and Credit.....	3
Electives.....	3

(Suggested course:

G. & 1. 7. Manufacturing Industries of the U. S.)

#### JUNIOR YEAR.

P. E. 3. Physical Education.....	2
Foreign Language, Science or Mathematics.....	3
History.....	2
Political Science or Economics.....	2
C. & T. 2. Foreign Trade Methods.....	3
C. & T. 4. History and Economics of American Commerce.....	2
C. & T. 6. Railroad Traffic and Rates.....	2
Electives.....	6

(Suggested courses:

Ins. 1. Stock and Produce Exchange Markets.

Fin. 3. Corporation Finance.

Econ. 7. Business Statistics.

Acct. 2. Advanced Accounting.

B. L. 2. Advanced Business Law.

P. S. 2. Citizenship.)

#### SENIOR YEAR

P. E. 4. Physical Education.....	2
Research.....	2
C. & T. 7. Railroad Administration.....	2
C. & T. 8. Railroad Operation.....	2
B. L. 4. Railroad Law.....	2
P. S. 4. City Government and Municipal Utilities.....	2
Electives.....	6

(Suggested courses:

Ins. 1. Stock and Produce Exchange Markets.

Fin. 3. Corporation Finance.

C. & T. 3. Exporting Problems.

Fin. 2. Banking.

B. L. 3. Advanced Business Law.

Ins. 3. Insurance, or

Ins. 5. Property Insurance.)

## FINANCE, BANKING AND THE BOND BUSINESS

Professor E. S. MEAD, Group Chairman.

## SOPHOMORE YEAR

		Hours per week
P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	Foreign Language.....	3
Fin. 1.	Money and Credit.....	3
G. & I. 7.	Manufacturing Industries of the U. S.....	3
B. L. 2.	Advanced Business Law.....	3
Acct. 7.	The Theory and Interpretation of Accounts.....	3
	Electives.....	3

(Suggested courses:

C. &amp; T. 5. Railroad and Ocean Transportation.

Merch. 1. Merchandising.

C. &amp; T. 1. The Business of American Commerce.)

## JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	3
	Political Science or Economics.....	2
Fin. 3.	Corporation Finance.....	3
Fin. 2.	Banking.....	3
	Electives.....	6

(Suggested courses:

G. &amp; I. 8. Industrial Management.

Merch. 3. Salesmanship.

Fin. 13. Management and Control of Trust Funds.

Fin. 9. Real Estate.

Econ. 7. Business Statistics.)

## SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research.....	2
	History.....	2
Fin. 5.	Investments.....	3
Fin. 7.	Panics and Depressions.....	2
Fin. 8.	Commercial Credit.....	2
	Electives.....	9

(Suggested courses:

- Fin. 11. Public Utility Investments.
- Fin. 12. Comparative Finance.
- Fin. 13. Management and Control of Trust Funds.
- Fin. 6. Competition and Monopoly.
- Fin. 4. Corporate Organization and Control.
- Ins. 1. Stock and Produce Exchange Markets.)

PREPARATION FOR FOREIGN TRADE SERVICE

Professor G. G. HUEBNER, Group Chairman.

SOPHOMORE YEAR

		Hours per week
P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	Foreign Language.....	3
	History.....	3
C. & T. 1.	Business of American Commerce.....	3
C. & T. 5.	Railroad and Ocean Transportation.....	3
Fin. 1.	Money and Credit.....	3
	Electives.....	3

(Suggested course:

- G. & I. 7. Manufacturing Industries of the U. S.)

JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	2
C. & T. 2.	Foreign Trade Methods.....	3
C. & T. 4.	History and Economics of American Commerce.....	2
G. & I. 6.	Resources of South America.....	2
Merch. 2.	Advertising.....	3
P. S. 3.	Consular and Diplomatic Service.....	} 2
	or	
P. S. 9.	International Law.....	

(Suggested electives:

- Ins. 1. Stock and Produce Exchange Markets.
- Fin. 2. Banking.
- Acct. 2. Advanced Accounting.)

SENIOR YEAR		Hours per week
P. E. 4.	Physical Education.....	2
	Research.....	2
C. & T. 3.	Exporting Problems.....	2
G. & I. 3.	Economic and Political Geography of Europe.....	2
G. & I. 5.	Economic and Political Geography of Asia.....	2
	Electives.....	8

(Suggested courses:

Ins. 3.	Insurance
	or
Ins. 5.	Fire, Marine, etc., Insurance.
P. S. 3.	Diplomatic and Consular Procedure
	or
P. S. 9.	International Law.
Econ. 7.	Business Statistics.
Fin. 3.	Corporation Finance.
Fin. 8.	Commercial Credit.
Merch. 3.	Salesmanship.
P. S. 11.	American Diplomacy in Europe and the Orient.
	Foreign Language.)

### INSURANCE

Professor S. S. HUEBNER, Group Chairman.

SOPHOMORE YEAR		Hours per week
P. E. 2.	Physical Education.....	} 2
Eng. 3.	Composition (one term).....	
Eng. 42.	Nineteenth Century Novelists (one term).....	} 2
	Foreign Language.....	
	Political Science or Economics.....	2
Ins. 4.	Life Insurance.....	} 2
	or	
Ins. 5.	Property Insurance.....	} 3
Fin. 1.	Money and Credit.....	
	Electives.....	9

(Suggested course:

C. & T. 5. Railroad and Ocean Transportation.)

JUNIOR YEAR

		Hours per week
P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	3
Ins. 4.	Life Insurance.....	} 2
	or	
Ins. 5.	Property Insurance.....	
C. & T. 2.	Foreign Trade Methods.....	3
Ins. 1.	Stock and Produce Exchange Markets.....	3
Merch. 3.	Salesmanship.....	3
	Electives.....	4

SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research in Insurance.....	2
	History.....	2
Ins. 6.	Compensation and Casualty Insurance.....	2
Ins. 7.	Actuarial Science.....	} 2
	or	
Econ. 7.	Statistics.....	
Fin. 9.	Real Estate.....	3
	Electives.....	10

(Suggested courses:

- G. & I. 7. Manufacturing Industries of the U. S.
- Fin. 3. Corporation Finance.)

JOURNALISM

Professor JAMES T. YOUNG, Group Chairman.

SOPHOMORE YEAR

P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
Eng. 12.	News Writing (one term).....	} 2
Eng. 14.	Feature Writing (one term).....	
Soc. 1.	Introduction to Social Science.....	2
P. S. 6.	Political Parties and Election Systems.....	2
B. L. 2.	Advanced Business Law.....	} 3
	or	
B. L. 3.	Advanced Business Law.....	

		Hours per week
C. & T. 5.	Railroad and Ocean Transportation.....	3
Fin. 1.	Money and Credit.....	3
	Electives (may not exceed 3 hours).....	2-3

#### JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language.....	3
	History.....	3
Eng. 13.	Editorial Writing (one term).....	} 2
Eng. 15.	Publicity and Criticism (one term).....	
P. S. 18.	Public Finance.....	2
G. & I. 7.	Manufacturing Industries of the U. S.....	} 3
	or	
Ins. 3.	Insurance.....	} 3-7
	Electives.....	

(Suggested courses:

Fin 2. Banking

or

Fin. 3. Corporation Finance.)

#### SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research in Journalism.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	2
Econ. 4.	Economic Doctrines.....	2
P. S. 9.	International Law (one term).....	} 2
P. S. 10.	International Law (one term).....	
	Electives.....	6-9

#### LABOR MANAGEMENT :

Professor J. H. WILLITS, Group Chairman.

#### SOPHOMORE YEAR

P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	Foreign Language.....	3
	History.....	3

	Hours per week
G. & I. 7. Manufacturing Industries of the U. S. ....	3
Soc. 1. Introduction to Social Science. ....	2
Fin. 1. Money and Credit. ....	3
Electives . . . . .	3

(Suggested course:  
Mdse. 1. Merchandising.)

#### JUNIOR YEAR

P. E. 3. Physical Education. ....	2
Foreign Language, Science or Mathematics. ....	3
History. ....	2
G. & I. 8. Industrial Management. ....	3
G. & I. 10. Industrial Relations and Employment Management. ....	3
Econ. 3. Advanced Economics. ....	2
Electives. ....	4

(Suggested courses:  
Econ. 7. Business Statistics.  
Soc. 2. American Social Problems.)

#### SENIOR YEAR

P. E. 4. Physical Education. ....	2
Senior Research (Research in Management). ....	2
G. & I. 9. Field Work in Industry. ....	2
Ins. 3. Insurance. ....	3
G. & I. 12. Industrial Policy. ....	2
P. S. 5. Labor Legislation. ....	2
Ins. 6. Workmen's Compensation and Casualty Insurance. .	2
Electives . . . . .	2

(Suggested course:  
Psych. 5W. Industrial Psychology.)

#### PREPARATION FOR THE LAW

Assistant Professor W. P. RAINE, Group Chairman.

#### SOPHOMORE YEAR

P. E. 2. Physical Education. ....	2
Eng. 3. Composition (one term). ....	} 2
Eng. 42. Nineteenth Century Novelists (one term). ....	

		Hours per week
	Foreign Language.....	3
	History.....	3
P. S. 2.	Citizenship.....	2
P. S. 6.	Political Parties and Election Systems.....	2
Fin. 1.	Money and Credit.....	3
C. & T. 5.	Railroad and Ocean Transportation.....	3
Ins. 3.	Insurance.....	3

#### JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
Hist. 5.	English History.....	} 2-3
	or	
Hist. 21.	Rise of the British Empire.....	} 2
Eng. 21.	Principles of Argumentation.....	
	A Course in English Literature.....	2
P. S. 4.	City Government.....	} 2
	or	
P. S. 11.	American Diplomacy in Europe and the Orient... }	} 5
	Electives.....	

(Suggested courses:

P. S. 18. Public Finance.

Fin. 13. Corporation Finance.)

#### SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research.....	2
P. S. 5.	Labor Legislation.....	2
P. S. 9.	International Law.....	2
Soc. 3.	Criminology and Population Problems.....	2
	Electives.....	10

(Suggested courses:

Fin. 2. Banking.

G. & I. 7. Manufacturing Industries of the U. S.

B. L. 4. Railway Law.

A course in English Literature.)

## MANUFACTURING

Professor JOSEPH H. WILLITS, Group Chairman.

## SOPHOMORE YEAR

		Hours per week
P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	Foreign Language.....	3
	History.....	3
G. & I. 7.	Manufacturing Industries of the U. S. ....	3
Acct. 2.	Advanced Accounting.....	3
Fin. 1.	Money and Credit.....	3
	Electives.....	3

(Suggested course:

C. &amp; T. 5. Railroad and Ocean Transportation.)

## JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	2
G. & I. 8.	Industrial Management.....	3
G. & I. 10.	Industrial Relations and Employment Management.	3
Acct. 3.	Cost Accounting (one term).....	2
P. S. 18.	Public Finance.....	2
	Electives.....	7

(Suggested courses:

Ins. 1. Stock and Produce Exchange Markets.

Ins. 3. Insurance.)

## SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research in Management.....	2
G. & I. 9.	Field Work in Industry.....	2
G. & I. 12.	Industrial Policy.....	2
P. S. 5.	Labor Legislation.....	2
	Electives.....	8

(Suggested course:

Fin. 3. Corporation Finance.)

## MERCHANDISING

Professor HERBERT W. HESS, Group Chairman.

SOPHOMORE YEAR		Hours per week
P. E. 2.	Physical Education . . . . .	2
Eng. 3.	Composition (one term) . . . . .	} 2
Eng. 42.	Nineteenth Century Novelists (one term) . . . . .	
	Foreign Language . . . . .	3
Merch. 1.	Merchandising . . . . .	3
Fin. 1.	Money and Credit . . . . .	3
C. & T. 5.	Railroad and Ocean Transportation . . . . .	3
Eng. 20.	Public Speaking . . . . .	2
	Electives . . . . .	3

(Suggested course:

Acct. 7. Theory and Interpretation of Accounts.)

## JUNIOR YEAR

P. E. 3.	Physical Education . . . . .	2
	Foreign Language, Science or Mathematics . . . . .	3
	History . . . . .	3
P. S. 4.	City Government . . . . .	2
Merch. 2.	Salesmanship . . . . .	3
	Electives . . . . .	6

(Suggested courses:

Ins. 1. Stock and Produce Exchange Markets.

G. &amp; I. 7. Manufacturing Industries of the U. S.

Soc. 2. American Social Problems.

Fin. 2. Banking.

C. &amp; T. 1. Business of American Commerce.

Psych. 2. Psychology.)

## SENIOR YEAR

P. E. 4.	Physical Education . . . . .	2
	Research in Merchandising . . . . .	2
	History . . . . .	2
Merch. 3.	Advertising . . . . .	3
Fin. 3.	Corporation Finance . . . . .	} 3
	or	
Ins. 3.	Insurance . . . . .	
Econ. 4.	Economic Doctrines . . . . .	2

		Hours per week
Phil. 1.	Logic (one term).....	} 3
Phil. 2.	Ethics (one term).....	
	Electives.....	3

(Suggested courses:

As listed in Junior year.)

## PUBLIC SERVICE AND CIVIC WORK

Professor CLYDE L. KING, Group Chairman.

## SOPHOMORE YEAR

P. E. 2.	Physical Education.....	2
Eng. 3.	Composition (one term).....	} 2
Eng. 42.	Nineteenth Century Novelists (one term).....	
	Foreign Language.....	3
P. S. 2.	Citizenship.....	} 2
	or	
P. S. 6.	Political Parties and Election Systems.....	
Soc. 1.	Introduction to Social Science.....	2
Fin. 1.	Money and Credit.....	3
C. & T. 5.	Railroad and Ocean Transportation.....	3
	Electives.....	2

## JUNIOR YEAR

P. E. 3.	Physical Education.....	2
	Foreign Language, Science or Mathematics.....	3
	History.....	3
P. S. 4.	City Government.....	2
P. S. 18.	Public Finance.....	2
G. & I. 7.	Manufacturing Industries of the U. S.....	3
	Electives.....	3

## SENIOR YEAR

P. E. 4.	Physical Education.....	2
	Research.....	2
	History.....	2
P. S. 9.	International Law (one term).....	} 2
P. S. 10.	International Law (one term).....	
Soc. 2.	American Social Problems.....	2
C. & T. 2.	Foreign Trade Methods.....	2
Econ. 7.	Business Statistics.....	2
	Electives.....	6

## REAL ESTATE

Professor THOMAS CONWAY, JR., Group Chairman.

## SOPHOMORE YEAR

		Hours per week
P. E. 2.	Physical Education . . . . .	2
Eng. 3.	Composition (one term) . . . . .	} 2
Eng. 42.	Nineteenth Century Novelists (one term) . . . . .	
	Foreign Language . . . . .	3
Acct. 7.	Theory and Interpretation of Accounts . . . . .	3
Merch. 1.	Merchandising . . . . .	3
Fin. J.	Money and Credit . . . . .	3
G. & I. 7.	Manufacturing Industries of the U. S. . . . .	3
	Electives . . . . .	3

(Suggested course:

B. L. 3. Advanced Business Law.)

## JUNIOR YEAR

P. E. 3.	Physical Education . . . . .	2
	Foreign Language, Science or Mathematics . . . . .	3
	History . . . . .	3
	Economics or Political Science . . . . .	2
Fin. 9.	Real Estate . . . . .	3
Ins. 5.	Fire Insurance . . . . .	2
Fin. 3.	Corporation Finance . . . . .	3
	Electives . . . . .	6

(Suggested courses:

C. &amp; T. 5. Railroad and Ocean Transportation.

G. &amp; I. 8. Industrial Management.)

## SENIOR YEAR

P. E. 4.	Physical Education . . . . .	2
	Senior Research . . . . .	2
	History . . . . .	2
Merch. 3.	Salesmanship . . . . .	3
Fin. 10.	Advanced Real Estate . . . . .	2
	Electives . . . . .	8

(Suggested courses:

Ins. 6. Workman's Compensation and Casualty Insurance.

P. S. 4. City Government.

Econ. 4. Economic Doctrines.  
Sociology.)

## DESCRIPTION OF COURSES

The subjects of instruction offered in the Wharton School\* are numbered and arranged under the following heads:

### ACCOUNTING

ACCOUNTING 1. *Elementary Accounting*.—Principles of debit and credit as applied to the keeping of single entry and double entry books, preparation of simple balance sheets and loss and gain statements, including the process of closing the ledger. Discussion of partnership accounts, accruals, and columnar books with the use of controlling accounts. Both terms. Three hours. Three units. Assistant Professor MACFARLAND.

ACCOUNTING 2. *Advanced Accounting*.—Principles of higher accounting, including the use of columnar books, revenue accounts, the treatment of depreciation, bad and doubtful debts, etc. Capital stock records, together with opening entries for corporations are considered, as is also the subject of consolidated balance sheets and income statements. Discussion of the principles of cost accounting and auditing. Prerequisite, Accounting 1, Sophomore standing. Both terms. Three hours. Three units. Professor MOXEY.

ACCOUNTING 3. *Cost Keeping*.—A discussion of the place occupied by cost accounting in the field of general accounting and the relation of the cost records to the general commercial books of a business. Lectures on the handling of material, the handling of direct labor cost and the calculation and distribution of overhead. Class discussion and lecture work are supplemented by exercises illustrative of the principles involved. Prerequisites, Accounting 2, Junior standing. First term. Two hours. One unit. Assistant Professor CAMERON.

ACCOUNTING 4. *Auditing*.—Instruction relative to the qualifications, duties and responsibilities of the public auditor, the procedure in the proper conduct of an audit, including the handling of the details involved. The detection of defalcations forms part of the course, together with an explanation of the necessary remedies tending towards the minimizing of the chances for errors and fraud. Prerequisites, Accounting 2, Junior standing. Second term. Two hours. One unit. Assistant Professor CAMERON.

\* For College subjects open to Wharton School students, see the Announcement of The College.

ACCOUNTING 5. *Practical Accounting Systems*.—Description and explanation of the accounting systems employed by various types of business, including the accounts of municipalities and those required by executors and administrators. Lectures supplemented by practical problems. Prerequisites, Accounting 2, Junior standing. Both terms. Two hours. Professor MOXEY.

ACCOUNTING 6. *Certified Public Accountant Course*.—A special quiz course for those students who have taken Accounting courses 1, 2, and 5, which covers in review the whole field of accounting, with special emphasis on the requirements for the Certified Public Accountant examination. Lectures, supplemented by student reports on assigned topics. Prerequisites, Accounting 2 and 5. Junior standing. May be taken concurrently with Accounting 5. Both terms. Two hours. Two units. Professor MOXEY.

ACCOUNTING 7. *The Theory and Interpretation of Accounts*.—Designed for students who will not enter the field of accountancy but who desire advanced accounting training. The construction and interpretation of accounts, giving special attention to the preparation and analysis of business statements. Lectures, supplemented by class discussions and practical problems. Prerequisites, Accounting 1, Sophomore standing. Three hours. Three units. Mr. BUDD.

## BUSINESS LAW

BUSINESS LAW 1. *Introductory Course*.—Contracts and Agency. Contracts—the formation, operation, interpretation, and discharge of binding agreements, and the legal and equitable remedies allowed the injured party. Agency—the types of agents, and the rights, duties and obligations of the agent, principal, and third party. Both terms. Three hours. Three units. Assistant Professor RAINE.

BUSINESS LAW 2. *Advanced Business Law*.—Formation, management and dissolution of partnerships. Special partners and partnership associations. Formation, management and dissolution, merger and consolidation of corporations. Rights, powers and liabilities of stockholders, directors and officers. Foreign corporations. Bailments and sales of personal property. Crimes. Evidence. Suretyship and guaranty. Decedents' estates and estates in trust, wills and the intestate law. Practical problems. Prerequisites, Business Law 1, Sophomore standing. Both terms. Three hours. Three units. Professor SULLIVAN, Assistant Professor SHIELDS.

BUSINESS LAW 3. *Advanced Business Law*.—First Term. The law of negotiable instruments; bills, notes, checks, warehouse receipts,

bills of lading, etc. The law of bankruptcy, with special reference to the rights of creditors. Three hours. One and one-half units. Prerequisite, Business Law 1. Second term. Business litigation. Functions of the various state and federal courts, the manner in which litigation is conducted, and the problems of the business man relating thereto. Prerequisite, Business Law 1. Three hours. One and one-half units. Assistant Professor CALLENDER.

BUSINESS LAW 4. *Railway Law*.—The duties of the carrier to the shipper, of the shipper to the carrier, and of both to the public. A study of such laws as the Carmack Amendment, Uniform Bills of Lading Act, and the Federal Railroad Law of 1920; and the preparation of a research paper on some railroad problem by every student, and its presentation in class. Prerequisites, Business Law 1, Commerce and Transportation 5. Open to Juniors, Seniors and Graduates. Both terms. Two hours. Two units. Assistant Professor RAINE, Mr. SHERTZ.

## COMMERCE AND TRANSPORTATION

COMMERCE AND TRANSPORTATION 1. *The Business of American Commerce*.—Part I: Markets and methods of marketing manufactures and minerals. Part II: Agricultural products. Location and classification of producing districts and markets; organization and methods of purchase and sale; inspection and grading; trade practices, facilities and costs; public regulation of commercial distribution; financing of crops; prices and price factors. Prerequisites, Geography and Industry 1, Sophomore standing. Both terms. Three hours. Three units. Professor G. G. HUEBNER.

COMMERCE AND TRANSPORTATION 2. *Foreign Trade Methods*.—Organization and activities of export merchants, export commission houses, manufacturers, export agents, foreign agencies and foreign middlemen, export departments, co-operative exporting, export salesmen and branch houses. Foreign trade correspondence, advertising and the cable. The export order; price quotations and terms; packing for export. Financial settlement and credit. Trade promotion by government and private agencies; treaties; trade-marks and patents. Importing methods and custom house procedure. Factors affecting export methods and foreign markets. Prerequisite, Junior standing. Both terms. Three hours. Three units. Professor G. G. HUEBNER.

COMMERCE AND TRANSPORTATION 3. *Exporting Problems*.—Problems encountered by American exporters to selected markets in Latin-

America, Asia, Australia and Europe. Investigation of trade conditions and local trade practices abroad. Factors affecting the sale of American products in these markets, viz.: methods of publicity, sales methods, credit factors, financial situation, shipping facilities and problems; attitude, regulations and requirements of foreign governments and their effect upon American export trade. Prerequisite, Commerce and Transportation 2. Both terms. Two hours. Two units. Mr. KRAMER.

COMMERCE AND TRANSPORTATION 4. *History and Economics of American Commerce*.—The geographic, economic and social causes of commercial changes and trade progress. Junior standing required. Both terms. Two hours. Two units. Mr. FLOMENHOFT.

COMMERCE AND TRANSPORTATION 5. *Railroad and Ocean Transportation*.—

*First Term*.—*Railroad Transportation*. American railroad system, the several branches of railroad service, railroad rates, and the question of public aid and public control. Sophomore standing. Three hours. One and one-half units. Johnson and Van Metre, *Principles of Railroad Transportation*.

*Second Term*.—*Ocean Transportation*. Types of ocean carriers, ocean routes, tons and tonnage. Services and charges of ocean carriers, forwarders, freight brokers, ship brokers, etc. Relation of ocean carriers with each other and the public; government aid and regulation of ocean transportation. Sophomore standing. Three hours. One and one-half units. Johnson and Huebner, *Principles of Ocean Transportation*. Professor JOHNSON.

COMMERCE AND TRANSPORTATION 6. *Railroad Traffic and Rates*.—Traffic, services and rate structures of American railroads. Lecture and seminar course. Prerequisites, Commerce and Transportation 5, Junior standing. Both terms. Two hours. Two units. Professor G. G. HUEBNER.

COMMERCE AND TRANSPORTATION 7. *Railroad Administration*.—Organization and main activities of the several officials, departments, committees, etc., of the railroad service. The financial and business organization of railroad transportation. Lecture and seminar course. Prerequisites, Commerce and Transportation 5, Junior standing. Both terms. Two hours. Two units. Professor G. G. HUEBNER.

COMMERCE AND TRANSPORTATION 8. *Railroad Operation*.—The organization of the operating department, handling of freight, terminal operations, movement of trains, electrification of terminals, etc. Lec-

ture and seminar course. Prerequisites, Commerce and Transportation 5, Junior standing. Both terms. Two hours. Two units. Mr. MCCOMB.

## ECONOMICS

ECONOMICS 1. *Principles of Economics*.—An introductory course, designed to acquaint the student with fundamental economic concepts, principles and problems. Lectures, text-book assignments and class discussions. Students in the College are not admitted to this course. Both terms. Three hours. Three units. Professor COLLINGS.

ECONOMICS 3. *National Wealth and Income*.—(a) Current problems concerning the promotion of national wealth and prosperity. The present price situation, its effects on domestic industry and foreign trade, and the possibility of its control will be especially emphasized. (b) Current problems concerning the division of our national income. The incomes of the various classes in the United States, the effects upon the position of the wage-earning classes, and proposed programs for a solution of the resulting problems will be discussed. Prerequisite, Sophomore standing, Economics 1. Both terms. Two hours. Two units. Either term may be taken separately for one unit. Assistant Professor BYE, Mr. S. H. PATTERSON.

ECONOMICS 4. *Economic Doctrines*.—A study of different interpretations of our economic organization as presented by several modern writers. Opposing viewpoints will be presented and analyzed. Distinctly a discussion group. Prerequisites, Junior standing, Economics 1. Both terms. Two hours. Two units. Professor E. M. PATTERSON.

ECONOMICS 6. *Economic Forces of Industry*.—An analysis of the operation of competition and co-operation in the industrial system, and of the motives to economic activity. Recent developments of economic thought will be discussed. Readings and reports. Prerequisites, Senior standing, Economics 1. Both terms. Two hours. Two units. Assistant Professor BYE.

ECONOMICS 7. *Business Statistics*.—Statistical methods, dealing with the uses and limitations of statistics; preparation and critical analysis of plans and methods in primary and secondary investigations; the analysis of data, including tabulation and averages; graphic presentation of results, including diagrams, maps and curves. Special attention is devoted (1) to the interpretation and criticism of statistics, and (2) to the application of statistical methods to economic and business problems. Lectures and assigned readings. Prerequisite, Junior standing. No special mathematical training is necessary. Both terms. Two hours. Two units. Assistant Professor RIEGEL.

## FINANCE

FINANCE 1. *Money and Credit*.—This course lays the foundation for the more advanced courses in finance. The following topics are considered: The principles of sound money; the gold standard; the monetary system of the United States; the national banking system; state banking; the bank statement and the significance of banking statistics; the principles of foreign exchange; the Federal Reserve Act and its operation; foreign banking systems. Prerequisites, Sophomore standing. Both terms. Three hours. Three units. Assistant Professor ANDERSON, Assistant Professor PARKER.

FINANCE 2. *Banking*.—An advanced course dealing with the theory and practice of banking. Among the topics considered are: The nature of the banking business; the organization of a bank; obligations of directors and stockholders; loans and investments; reserves; failures; methods of increasing deposits; the borrower's statement; the commercial note broker; collateral loans; analysis of deposit accounts; earnings and profits of a bank; clearing houses; co-operative credit associations; remedial loan associations and short-term rural credits. Individual reports involving original work on the part of the student are required. Prerequisite, Junior standing. Both terms. Three hours. Three units. Assistant Professor ANDERSON.

FINANCE 3. *Corporation Finance*.—Financial methods peculiar to railroad and industrial corporations; special advantages of the several financial methods that may properly be employed. Methods employed in the financing of trusts. Follows Finance 1. Prerequisites, Finance 1, Junior standing. Both terms. Three hours. Three units. Professor MEAD, Assistant Professor STOYLE, Mr. STRADLEY.

FINANCE 4. *Corporate Organization and Control*.—A detailed study is made from original sources of the following topics: Types of partnership organization; advantages of domestic over foreign corporations; steps in organization; provisions of charters and by-laws; obligations of directors and officers; control of corporate activities by stockholders and bondholders; methods of protecting rights of minority stockholders; procedure in reorganization. During the second term: a study of public regulation, including the enforcement of the Sherman Anti-Trust Law. Both terms. Two hours. Two units. Mr. STRADLEY.

FINANCE 5. *Investments*.—Nature, methods and laws of investment, description of instruments used. Study of different forms of mortgages, etc. Relative merits of municipal, railway bonds, farm mort-

gages, public service corporations and industrial bonds. Prerequisites, Finance 1 and 3, Junior standing. Both terms. Three hours. Three units. Professor MEAD, Assistant Professor STOYLE.

FINANCE 7. *Panics and Depressions*.—A brief examination of early financial depressions, followed by a more careful analysis of the disturbances of the nineteenth century. The causes underlying the business cycle with its phases of prosperity, crises and depression are carefully studied. Emphasis upon the selection and analysis of current information to determine business conditions. Prerequisite, Finance 1, Junior standing. Both terms. Two hours. Two units. Assistant Professor PARKER.

FINANCE 8. *Commercial Credit*.—Financial organization and management of business enterprises. Duties of the financial department; organization of the credit department; principles governing the extension of mercantile credit and the relation between the business house and the banks. Prerequisites, Finance 1, Junior standing. Both terms. Two hours. Two units. Assistant Professor ANDERSON.

FINANCE 9. *Real Estate*.—Problems connected with the sale, purchase, renting and management of real property. (1) The law and the practice relating to titles, mortgages, leases and other legal interests in realty. (2) Business problems relating to realty in connection with retail store districts, office buildings, city residences, suburban developments, etc., including some study of the causes of city development and the effects of natural conditions, city planning and transportation on city growth and city land values. Prerequisites, Finance 1, Junior standing. Both terms. Three hours. Three units. Mr. BARTLEY.

FINANCE 10. *Advanced Real Estate*.—Designed especially for students who expect to enter the real estate business but open to other qualified students. A comprehensive analysis of the economic causes of city growth and a detailed study of the characteristics of various utilizations of property. The following subjects are studied: Office buildings, retail stores; wholesale and manufacturing properties; city houses—individual and apartment; types of suburban development and suburban houses; the best economic use of suggested land and the type of building to be erected for that use. Prerequisite, Finance 9. Senior standing. Both terms. Two hours. Two units. Mr. BARTLEY.

FINANCE 11. *Public Utility Investments*.—An advanced course dealing with the fundamental factors affecting the securities of electric railway, electric light and power, hydro-electric and gas properties.

Among the topics considered are the co-relation of investment, revenues and expenses; the rate structure; analysis of the territory served and of the financial operations of the company; valuation of public utility properties; the authorization of security issues, and other problems relating to the financial hazards and stability of public utility investments. Prerequisites, Finance 1 and 3, Commerce and Transportation 5. Both terms. Two hours. Two units. Professor CONWAY.

FINANCE 12. *Comparative Finance*.—A study of American private finance. Emphasis is given to the contrasts and reflexes of finance in times of war and peace. The general trend of thought in this country as to financial problems is closely followed, with special attention to the evolution of a distinctive system of finance. Lectures, assignments, readings and reports. Prerequisites, Finance 1. Both terms. Two hours. Two units. Assistant Professor GRAYSON.

FINANCE 13. *Management and Control of Trust Funds*.—An advanced course dealing with the methods of caring for trust funds by individual or corporate trustees. Among the subjects considered are the management and settlement of estates, the management of trust funds by trust companies, and the work of the individual and corporate trust departments of a trust company; the methods of stating accounts of executors, guardians and trustees, and the preparation of accounts for the court; the settlement of trust estates and the final closing of the accounts of trustees and fiduciaries. Prerequisites, Finance 1 and 3. Both terms. Two hours. Two units. Assistant Professor STOYLE.

## GEOGRAPHY AND INDUSTRY

GEOGRAPHY AND INDUSTRY 1. *Resources and Industries of the United States*.—The United States as a place in which men live and make a living. The country is divided into economic districts. Each district is studied as a unit—its natural resources and essential physical features are described and the industrial development explained. Emphasis is laid upon the location and inter-relation of industry and upon the basic industrial tendencies of the region. Both terms. Three hours. Three units. Assistant Professor F. E. WILLIAMS.

GEOGRAPHY AND INDUSTRY 2. *Geographical environment*.—

*First Term.—Physical Geography*.—A scientific study of the physical basis of geography and resources. The origin and world distribution of land forms. The interpretation of topographic maps.

*Second Term.—Climate*.—The influence of weather upon man's affairs. The fundamental principles of temperature, ocean currents,

distribution of rainfall, air circulation and storms. The interpretation of weather maps. Sophomore standing. Both terms. Two hours. Two units. Mr. JAMES.

GEOGRAPHY AND INDUSTRY 3. *Economic and Political Geography of Europe*.—A regional study of Europe and Northern Africa. The influence of physical features, climate, and resources on the production of raw materials and food and the development of manufacturing and trade. A detailed study of Great Britain, France, Italy, Russia, Germany, and the Balkan States. Geographic influences in the Great War will be especially considered. Prerequisites, Geography and Industry 1, Sophomore standing. Both terms. Two hours. Two units. Assistant Professor F. E. WILLIAMS.

GEOGRAPHY AND INDUSTRY 4. *Field Work in Economic Geography*.—Training in the geographic interpretation of a region, obtained by actual first-hand study in the field. A region within easy reach of Philadelphia will be selected for a detailed study of its agriculture, industries and social conditions, and of the underlying physical, climatic and other environmental factors that have determined its present development. Primarily for graduate students. Open only to students specializing in Geography and Industry subjects. Both terms. Two hours. Two units. Assistant Professor WHITE. Omitted 1921-22.

GEOGRAPHY AND INDUSTRY 5. *Economic and Political Geography of Asia*.—A regional study of the resources, industries and commercial expansion of the Far East. A detailed study of China, Japan, India, the Philippine Islands, and Australia. The factors affecting the development of trade with the United States. Designed primarily for students interested in the commercial opportunities of the Orient. Prerequisites, Geography and Industry 1, Sophomore standing. Both terms. Two hours. Two units. Assistant Professor WHITE.

GEOGRAPHY AND INDUSTRY 6. *Industrial Opportunities and Resources of South America*.—A course designed to give the student a thorough knowledge of the industrial development and increasing opportunities for trade with Latin-American countries—resources, exports, imports, and the character of the people. The climatic conditions and the cost of living as related to business opportunities will be considered. A summary of conditions in Mexico, Central America, and the West Indies is included. Prerequisites, Geography and Industry 1, Sophomore standing. Both terms. Two hours. Two units. Assistant Professor WHITE.

GEOGRAPHY AND INDUSTRY 7. *Manufacturing Industries of the United States*.—A study of the history, location, processes, competitive condi-

tions, and outstanding problems of the leading manufacturing industries of the United States. Lectures and quiz work supplemented by frequent observation trips. Prerequisites, Geography and Industry 1. Both terms. Three hours. Three units. Assistant Professor A. H. WILLIAMS.

GEOGRAPHY AND INDUSTRY 8. *Industrial Management*.—Management of industrial enterprises, with particular reference to factory organizations. The rise of modern management. The modern factory. Principles of organization and executive control. Standards in management. Time and motion study as aids to production. The production and planning departments. Wage systems. The attitude of management, labor and the public to modern management. Special lectures by organization and management experts. Prerequisites, Geography and Industry 1 and 7. Both terms. Three hours. Three units. Assistant Professor LANSBURGH.

GEOGRAPHY AND INDUSTRY 9. *Field Work in Industry*.—A study of management method by inspection of management problems in manufacturing establishments. Inspection trips through leading plants in the Philadelphia district, together with reports and class discussion based on these trips. Must be taken co-ordinately with Geography and Industry (1). Prerequisites, Geography and Industry 1, 7 and 8. Both terms. Two hours. Two units. Assistant Professor LANSBURGH.

GEOGRAPHY AND INDUSTRY 10. *Industrial Relations and Employment Management*.—The problems of the manager of an enterprise in his relation to his employees and to the labor movement. The rise of personnel administration in management. Special attention is given to a discussion of the best principles and practice in connection with selection, assignment, medical work, education and training, promotion, profit sharing, labor turnover, unemployment, collective bargaining, and relations with organized labor. Prerequisites, Geography and Industry 1 and 7. G. and I. 8 is also required for all men except those in the Manufacturing and Labor Management Groups. Both terms. Three hours. Three units. Professor WILLITS, Assistant Professor A. H. WILLIAMS.

GEOGRAPHY AND INDUSTRY 12. *Industrial Policy*.—A study of the formulation of industrial policy by the chief executive of an establishment. This course will consist of the presentation and discussion of a series of typical specific problems of the sort that present themselves to the General Manager of a manufacturing concern. These concrete problems will ordinarily be presented by the executives themselves. Prerequisites, Geography and Industry 1, 7 and 8; Senior standing. Both terms. Two hours. Professor WILLITS.

Research in Management and Industry ordinarily consists of the intensive study of a manufacturing or management problem in a specific industrial plant in the Philadelphia district carried on under the joint supervision of the management of the plant and the Department of Industry. Students spend eight to ten weeks of half-time work in the plant while studying their problem. For students not qualified to engage in this type of work, special research work has been devised to fulfil the Senior Research Requirement.

The following companies have cooperated by admitting students into their organizations for the purpose of Special Research in Management:

A. M. Collins Co.	White-Williams Foundation
J. B. Stetson Co.	David Lupton & Sons Co.
Aberfoyle Mfg. Co.	Ritter Canning & Specialty Co.
Dill & Collins Co.	Miller Lock Co.
S. S. White Dental Mfg. Co.	Curtis Publishing Co.
Eagle Shirt Co.	Farm Journal
Sharpless Specialty Co.	General Electric Co.
Fayette R. Plumb Co.	DeLong Hook & Eye Co.
American Pulley Co.	Philadelphia Rapid Transit Co.
Barrett Mfg. Co.	George W. Smith Co.
Notaseme Hosiery Co.	Tabor Mfg. Co.
J. G. Brill Co.	

#### SPECIAL LECTURERS

Mr. C. W. ASBURY	Mr. MORRIS LEEDS
Mr. C. E. BRINLEY	Mr. WM. LEISERSON
Mr. A. E. CHEVALIER	Mr. M. J. MACNAMARA
Mr. WALTER D. FULLER	Mr. H. T. MOORE
Mr. M. D. GEHRIS	Mr. C. C. PARLIN
Mr. HARRY GILLAM	Mr. F. R. PLUMB
Mr. KEPPELE HALL	Mr. ROBERT YARNALL
Mr. C. N. LAUER	

#### INSURANCE

INSURANCE 1. *Stock and Produce Exchange Markets.*—The benefits rendered by exchanges to the business community; organization of exchanges and types of dealers and brokers; classification and description of securities bought and sold; kinds of contracts and orders used; listing of securities; transfer of securities; conversion of securities; privileged subscriptions; various methods of buying and selling unlisted securities; the various clearing house systems used; nature and use

of future contracts; warehouse systems; the important legal principles underlying the business; sources of market news explained; prices of securities and produce and the explanation of the factors which make prices. Prerequisite, Sophomore standing. Both terms. Three hours. Three units. Professor S. S. HUEBNER, Assistant Professor RIEGEL.

INSURANCE 2. *Brokerage*.—Lectures, assignments and research work in the brokering of stocks, bonds, notes, money, foreign exchange and produce. Prerequisites, Insurance 1, Junior standing. Open to graduate students. Both terms. Two hours. Two units. Professor S. S. HUEBNER, Assistant Professor RIEGEL.

INSURANCE 3. *Insurance*.—Deals with (1) the underlying principles, (2) the important practices, and (3) the principal legal phases of life, fire, marine, employers' liability, fidelity and corporate surety, title, and credit insurance. Designed for those who wish to know only the chief principles and practices of the insurance business for practical assistance in their future business undertakings. Prerequisite, Sophomore standing. Both terms. Three hours. Three units. Professor S. S. HUEBNER, Assistant Professor KNIGHT.

INSURANCE 4. *Life Insurance*.—Functions of life insurance. Uses of various types of policies. Comparison of companies as regards net cost to policy holders, financial standing, and liberality of policy provisions. A thorough study of each of our more prominent life companies, including office and agency organization and management, experience regarding lapses, mortality, expenses, net interest earnings, etc. The principles of rate making. The law of life insurance. Text book, readings, field investigations, reports, lectures. Prerequisite, Sophomore standing. Both terms. Two hours. Two units. Assistant Professor KNIGHT.

INSURANCE 5. *Fire, Marine, Fidelity, Surety, Title, and Credit Insurance*.—Functions of each kind of insurance; policy contracts used; the mortgage clause; kinds of companies and their organization; agency; analysis of policy conditions; other insurance; contribution; special agreements and endorsements; the re-insurance reserve; co-insurance; the making of rates; assignment of policies; state regulation of companies; underwriters' associations and their work; fire prevention, etc. Prerequisite, Sophomore standing. Open to graduate students. Both terms. Two hours. Two units. Professor S. S. HUEBNER.

INSURANCE 6. *Workmen's Compensation and Casualty Insurance*.—A discussion of the law of employers' liability, principles underlying

workmen's compensation, the experience under present laws, industrial accidents and their prevention, classification of risks, policy contracts and methods of calculating premiums. The latter portion of the course will cover accident and health insurance and miscellaneous forms of casualty insurance, including automobile, steam boiler and plate glass insurance. Lectures, assigned readings, reports. Prerequisite, Sophomore standing. Open to graduate students. Both terms. Two hours. Two units. Assistant Professor RIEGEL.

INSURANCE 7. *Actuarial Science*.—The construction and statistical application of mortality tables. Development of formulæ for calculating the probabilities of life. Conversion tables. The construction of commutation columns. Development of formulæ for their use in determining premiums. Valuation. The application of the principles of actuarial science to present-day life insurance problems. Textbook, assigned readings, individual reports, lectures. Both terms. Two hours. Assistant Professor KNIGHT.

## MERCANDISING

MERCANDISING 1. *Merchandising*.—The organization of markets and the distribution of goods, with special emphasis on the selling problems involved. The various methods employed by manufacturers in creating a market for their goods; advertising and salesmanship relations of the manufacturer, wholesaler, and jobber with the retailer; the business of the chain store. The uses of advertising in enlarging markets; the organization of selling campaigns; the selection, training, and management of salesmen, and the correlation of mail order, advertising, and salesmanship departments are studied in relation to increased selling effort. Sophomore standing. Both terms. Three hours. Three units. Professor HESS.

MERCANDISING 2. *Advertising*.—The psychological and economic principles of a successful advertising campaign. Publicity and agency problems confronting the advertiser are analyzed. Trips will be taken through newspaper, electrotype, engraving and publishing plants. Choice of mediums, appealing copy, cuts, paper, illustrations, prices, follow-up systems, etc., are among the practical subjects discussed. The final work of the student consists in the preparation of a complete advertising campaign organized in relation to the involved marketing and merchandising problems. Both terms. Three hours. Three units. Prerequisites, Merchandising 1, or Commerce and Transportation 1. Junior standing. Professor HESS.

**MERCHANDISING 3. *Salesmanship.***—The principles underlying the practice of salesmanship are considered from the viewpoints of the salesman, buyer, and the salesmanager. Typical sales related to the wholesale, retail and mail-order house are presented. A critical review of the present-day systems of human nature study in relation to a better understanding of the buyer; the efficient selection and handling of salesmen; a critical analysis of the demonstration factors in successful sales. Prerequisites, Merchandising 1 (except for students in the Insurance Group). Senior standing. Both terms. Three hours. Three units. Professor HESS.

### POLITICAL SCIENCE

**POLITICAL SCIENCE 1. *Government.***—The Federal and State Governments, their organization, powers and present activity. The chief court decisions interpreting government powers. Professor YOUNG.

**POLITICAL SCIENCE 2. *Citizenship.***

*First Term.*—*Status.* Acquisition and loss of citizenship. The distinction between State and Federal citizenship. Protection to foreigners residing in the United States. Status of inhabitants of newly acquired territory.

*Second Term.*—*Fundamental Rights.* The guarantees to personal and property rights under the Federal Constitution. Constitutional protection of business. Police power and eminent domain. Prerequisites, Political Science 1, Sophomore standing. Both terms. Two hours. Two units. Assistant Professor MAXSON.

**POLITICAL SCIENCE 3. *Diplomatic and Consular Procedure and Practice.***—A. Diplomatic Service. Development and organization of the State Department; requirements, etc., of the Diplomatic Service. B. Consular Service. Requirements, duties, etc., of the Consular Service. Prerequisite, Junior standing. Both terms. Two hours. Two units. Professor BALLAGH.

**POLITICAL SCIENCE 4. *City Government.***—The place of the city in history. The position of the city in the political system of the United States. Great Britain, Germany and France. Present tendencies in the organization of the city government. Government by Commission. The City Manager Plan. The social problems and social activities of the municipality. The relation of the city to quasi-public works. Franchises. Principles as to valuation of quasi-public properties. Rate making and service standards. Prerequisites, Junior standing. Both terms. Two hours. Two units. Professor KING.

POLITICAL SCIENCE 5. *Labor Legislation*.—The solution of labor problems as influenced by National and State legislation, by constitutional provisions and court decisions. Labor disputes, their rise, settlement and prevention, and the legal questions and legislative policies arising from them. The regulation of employment problems by Government action. Existing laws affecting industrial Federation. Prerequisites, Senior standing and courses P. S. 2, B. L. 1, and either C. & T. 5, or G. & I. 7. Both terms. Two hours. Two units. Professor YOUNG. (Admission after conference with instructor.)

POLITICAL SCIENCE 6. *Political Parties and Election Systems*.—The place of political parties in this and other governments, their history, organization and work. The creating and expressing of public opinion in business and in government. Election systems. Prerequisite, Sophomore standing. Both terms. Two hours. Two units. Professor KING.

POLITICAL SCIENCE 9. *International Law: Law of Peace and War*.—International law viewed as the development of a system of international right. The status of international law at the time of the outbreak of the Great War. Immediate effect of the war on the system of international law. General principles governing states in their normal relations. Law governing states in the relation of war. Extent of violation of the laws of war, during the recent conflict. Special reports by members of the class. Prerequisite, Junior standing. First term. Two hours. One unit. Professor.\*

POLITICAL SCIENCE 10. *International Law: Law of Neutrality*.—The concept of neutrality in ancient and modern times, with special reference to the problems associated with blockade, contraband of war and unneutral service. The effect of the Great War on the rights of neutrals. Encroachment upon traditional rights as understood in 1914. Special reports by members of the class. Prerequisite, Junior standing. Second term. Two hours. One unit. Professor.\*

POLITICAL SCIENCE 11. *American Diplomacy in Europe and the Orient*.—The development of the diplomatic relations of the United States with the countries of Europe, the Near East and the Far East. The relations of present diplomacy to our business interests. Prerequisite, Junior standing. Both terms. Two hours. Two units. Professor BALLAGH.

POLITICAL SCIENCE 13. *Administration*.—The organization and practice of National and State administrative systems. The law governing

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\* To be announced.

the selection, removal, rights and duties of officers. Prerequisite, Senior standing. Open to graduate students. Both terms. Two hours. Two units. Omitted 1921-22. Professor BALLAGH.

POLITICAL SCIENCE 14. *Comparative National Government*.—A study of the structure and working of the governments of leading nations and federations. Emphasis upon the making and amendment of constitutions, and upon methods of legislation and administration. Prerequisite, Sophomore standing. First term. Two hours. One unit. Assistant Professor MAXSON.

POLITICAL SCIENCE 15. *The United States and Latin-America*.—Early relations of the United States with the countries of Latin-America. The development of the Monroe Doctrine. Our relations with Mexico. Analysis of the factors that may contribute to the solution of the Mexican problem. The present international situation in Central and South America. Relation of Latin-American countries to one another. The elements of a constructive national policy with reference to Latin-America. Attitude of the Latin-American peoples toward the United States. Open to Juniors, Seniors and Graduates. Both terms. Two hours. Two units. Professor.\*

POLITICAL SCIENCE 16. *Comparative State Government*.—A study of the structure and working of the governments of the States of the American Union, and of the corresponding component parts of other federations. Prerequisites, Sophomore standing. Second term. Two hours. One unit. Assistant Professor MAXSON.

POLITICAL SCIENCE 18. *Public Finance*.—Relation of taxes to business. Public expenditures. Taxation systems. The methods of financing the war adopted by the leading belligerents and their results. The important taxes such as the income tax, inheritance tax, customs duties, internal revenues, land taxation, the general property tax, special assessments and fees. The shifting of taxes. Public debts. The budget. Principles in efficient administration and in the equitable collection and assessment of taxes. Prerequisite, Junior standing. Both terms. Two hours. Two units. Professor KING.

POLITICAL SCIENCE 20. *Elements of Jurisprudence I*.—A study of Roman Law and of the modern systems which are based upon the Roman Law. Prerequisite, Junior standing. First term. Two hours. One unit. Given in alternate years. Omitted 1921-22. Assistant Professor MAXSON.

POLITICAL SCIENCE 21. *Elements of Jurisprudence II*.—An introduction to comparative jurisprudence, with special emphasis upon the

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\* To be announced.

English common law. Prerequisite, Junior standing. Second term. Two hours. One unit. Omitted 1921-22. Assistant Professor MAXSON.

POLITICAL SCIENCE 22. (First Term.) *Current International Relations and Problems*.—The present international situation in Europe, Asia and Africa. The fundamental background and methods of European diplomacy. Procedure and results, economic and political, of the Congresses of Vienna, Berlin and Versailles. Present foreign policies of the powers. Leagues and associations of nations. (Second Term.) *America's Relation to the European War and Reconstruction*.—The causes and conditions of the entry of the United States into the world struggle. Her attitude toward peace with Germany and Austria and economic and political reconstruction in Europe and America. The international position of the United States in trade and business. Prerequisite, Junior standing. Both terms. Two hours. Two units. Professor BALLAGH.

### SOCIOLOGY

SOCIOLOGY 1. *Introduction to Social Science*.—Designed in the interest of constructive and enlightened citizenship by acquainting the student with the basic methods, processes and factors of collective life. The application of the principles of science to social interpretation. Social progress—its physical, psychological, racial and cultural foundations. Prerequisite, Sophomore standing. Both terms. Two units. Professor LICHTENBERGER.

SOCIOLOGY 2. *American Social Problems*.—(a) *The causes of poverty*. The development of a standard of living. The influence of disease and of physical and moral defects upon income. Unemployment in its relation to welfare. A general survey. (b) *The development of public relief systems*. An outline of institutions for dependent and defective classes. The care of homeless children. The movement for organizing charity. The preventive and constructive programs. Social settlements, playground, etc. The Red Cross. The development of social work as a profession. Prerequisite, Sophomore standing. Both terms. Two hours. Two units. Assistant Professor BOSSARD.

SOCIOLOGY 3. (a) *Criminology*.—The science of criminality. Criminal Procedure and Penology. Protection of society against the criminal. The Juvenile Court, Probation and Parole. Prison reform. The elimination of crime.

(b) *Population*.—Analysis of the American population. The study of racial elements; the causes, volume, character and control of immigration. Problems and methods of Americanization.

Prerequisite, Sophomore standing. Both terms. Two hours. Two units. Either term may be taken separately. Professor LICHTENBERGER.

**SOCIOLOGY 4. *Advanced Sociology.***—The influence of biology upon social programs. The physical and social heredity of man. The nature of social institutions. Their advantages and dangers. Brief sketch of leading writers. Prerequisite, Junior standing. Both terms. Two hours. Two units. Mr. SELLIN.

## SENIOR RESEARCH

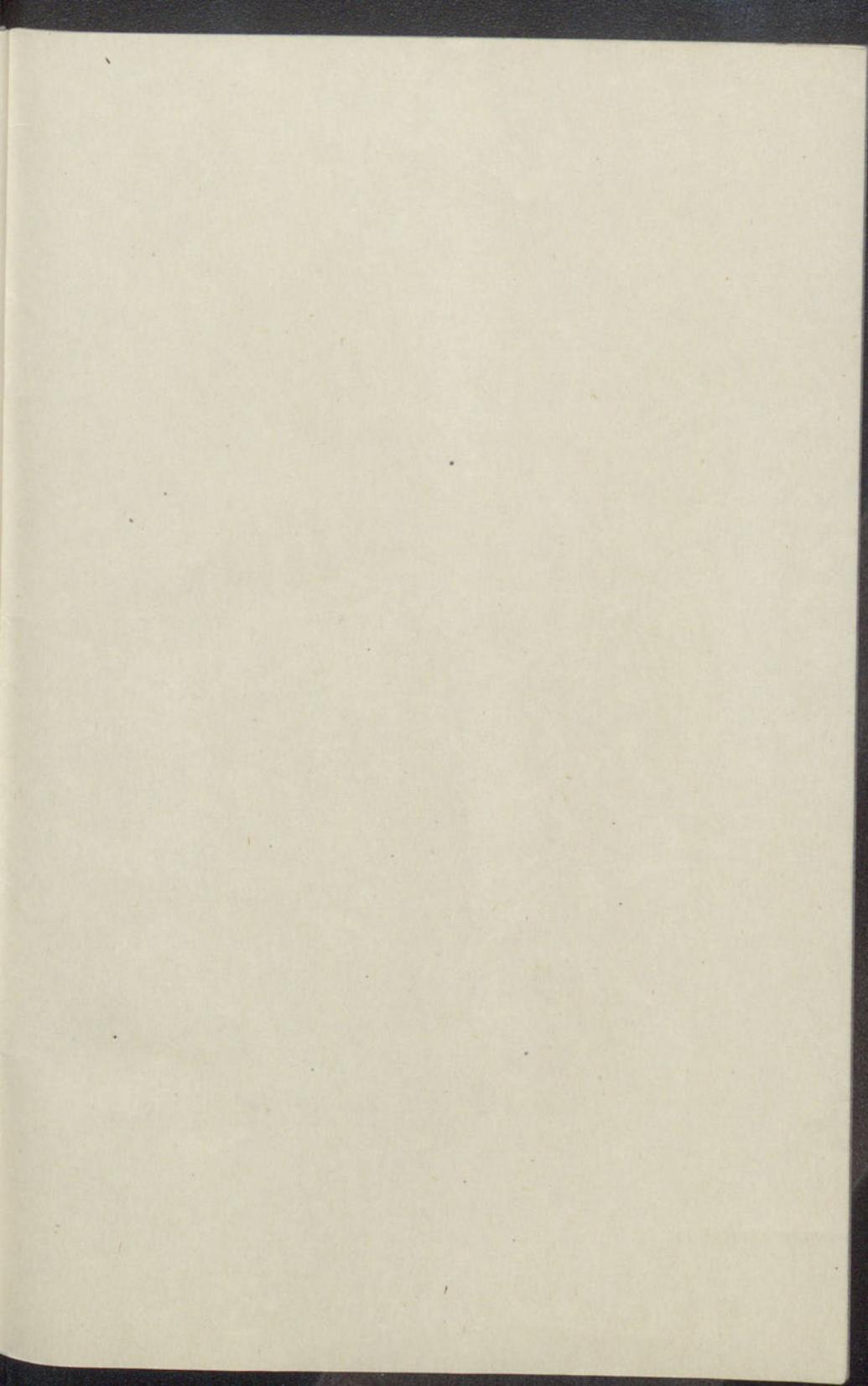
- Acct. R. Two hours. Two units. Dr. E. P. MOXEY, JR.
- B. L. R. Two hours. Two units. Mr. W. P. RAINE; Dr. J. J. SULLIVAN.
- C. & T. R. Two hours. Two units.  
 1. Transportation. Dr. G. G. HUEBNER.  
 2. Foreign Trade. Dr. G. G. HUEBNER.
- Econ. R. Two hours. Two units.  
 1. Economics. Dr. E. M. PATTERSON.  
 2. Statistics. Dr. ROBERT RIEGEL.
- Fin. R. Two hours. Two units.  
 1. Finance. Dr. E. S. MEAD.  
 2. Banking, Commercial Credit, and Real Estate. Dr. THOMAS CONWAY, JR.
- G. & I. R. Two hours. Two units.  
 1. Industry. Mr. RICHARD H. LANSBURGH.  
 2. Geography. Mr. A. G. WHITE.
- Ins. R. Two hours. Two units.  
 1. Insurance. Dr. S. S. HUEBNER.  
 2. Brokerage. Dr. S. S. HUEBNER.
- Merch. R. Two hours. Two units. Dr. H. W. HESS.
- P. S. R. Two hours. Two units.  
 1. Political Science.  
 2. Public Service and Civic Work.  
 3. Journalism.  
 Dr. JAMES T. YOUNG; Dr. CLYDE L. KING; Dr. C. H. MAXSON.
- Soc. R. Two hours. Two units. Mr. D. R. YOUNG.

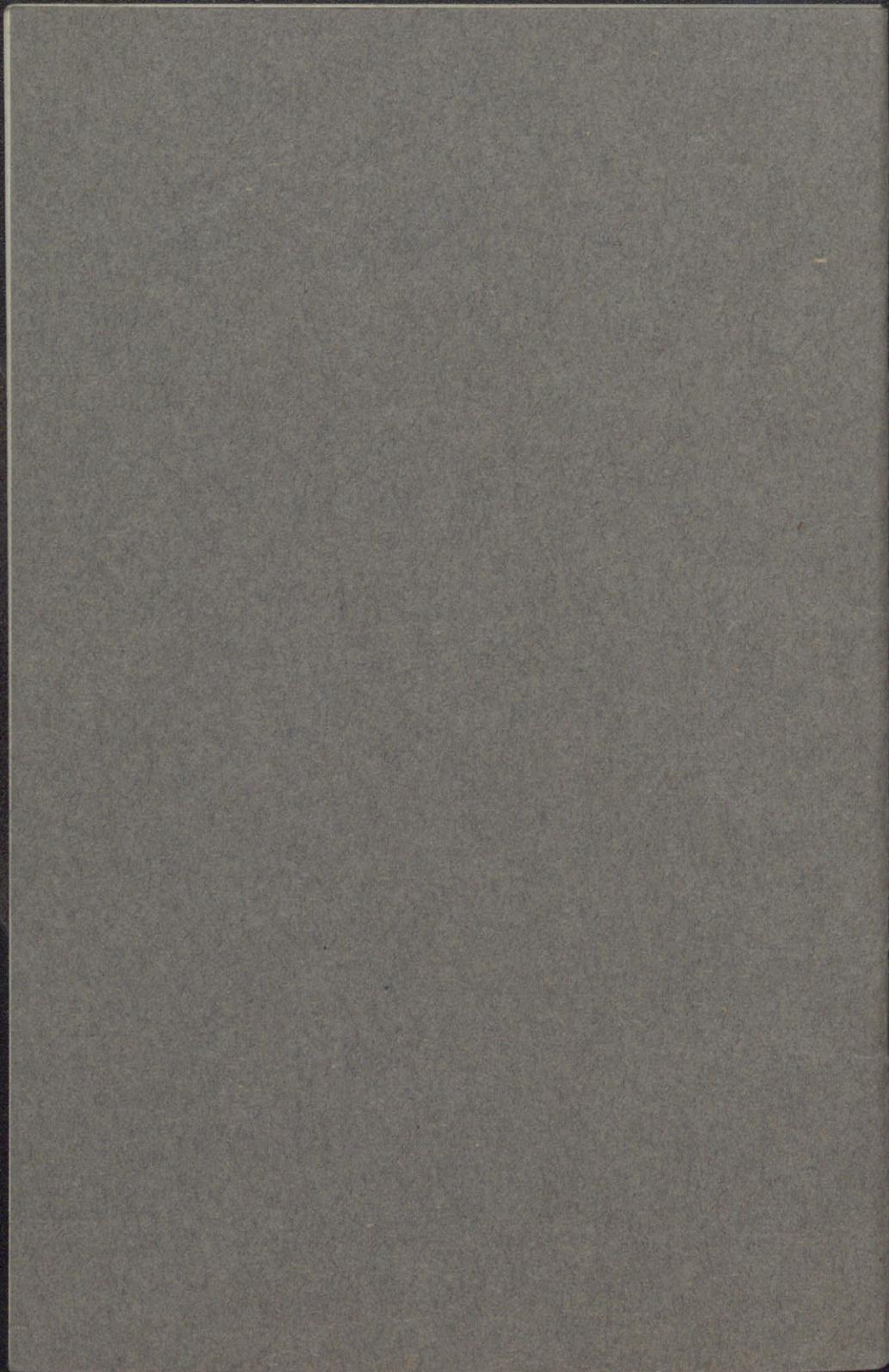
Each student, in his Senior year, is required to complete a satisfactory thesis involving Research Work, and no student will be graduated until such requirement is fulfilled. Students who are to be graduated in June must register for Research Work at the Spring registration of the previous year and those who are to be graduated in February must register at the beginning of the Second Term of the previous year. For information as to prerequisites or as to courses which must be taken concurrently with the Research Work elected, the student should consult the member of the Faculty supervising

Research Work as listed above. In case of doubt as to the proper Research Group, the student should consult the Director of Research, Mr. A. G. White, Logan Hall, University of Pennsylvania. Information regarding the hours which must be kept open on the roster may be obtained from the Department concerned. In general either Thursday or Friday afternoons, or both, must be kept open.

#### DEPARTMENT OF INDUSTRIAL RESEARCH

On March 1, 1921, there was established the Department of Industrial Research for the purpose of co-operative industrial research. Dr. J. H. Willits is Director of the Department and Miss Anna Bezanson is Assistant Director, in charge of Personnel Research.





## COMMERCE DEGREES.

### LONDON UNIVERSITY SCHEME.

A private conference was held on Friday at the University of London, South Kensington, when Dr. Russell Wells, Chairman of the General Committee for Degrees in Commerce, explained the scheme for those degrees which are about to be established by the University.

The University, he said, wanted to take its share in the great reconstruction that was coming about because of the war. Commerce was a very important factor in that reconstruction. The wealth of this country and its future depended upon commerce, and looking at it from a wide standpoint they were impressed by our deficiency in commercial education compared with that of Germany and the United States. There were curious deficiencies in our educational system. A certain well-known business man told him that after the war he did not know how he was going to obtain suitable representatives, and he thought that he should have to revert to Germans again. The average Englishman learned languages with difficulty, and adopted the attitude that if he could make himself understood in a business deal that was all that was required. What was really wanted was that our business men should understand the habits of mind of the people with whom they were dealing.

#### BUSINESS MEN'S COOPERATION.

If the scheme for degrees in commerce was to be a success they must marry the City and the University, and they had been very fortunate in getting in touch with various leaders of thought and business in the City of London and securing their hearty cooperation. Mr. Balfour had emphasized at the Mansion House the point that they must not make their men so highly trained from an academic point of view that they would be practically useless in commerce. They were bearing that in mind and taking steps to avoid it, but on the other hand they must take care not to make their men merely superior technical clerks.

They had formed an influential committee, which had been subdivided into small committees for various subjects. For example, they had sub-committees dealing with Australian Trade, Banking, Distributing Trades, Eastern Trade, Engineering, Non-ferrous Metals, Printing, Publishing, and Newspaper Trades, Shipping and Marine Insurance, and Inland Transport. Each of these committees had an able chairman and had already done good work. The University Professors and teachers prepared a skeleton syllabus and submitted it to the committee, which had improved it, the various sub-committees had sent up reports which were collated and a scheme for higher commercial education was elaborated. That scheme was put before a meeting of business men, who had adopted it, with slight emendations, and finally it had been approved by the Senate of the University.

There were to be two degrees; first that of Bachelor of Commerce, which would correspond to the same degree in the other faculties, and secondly, there would be the degree of Master of Commerce. The examinations would be certainly no easier than those in Science and Art. The salient idea was that a modern language was to go right through—not taught as in academic circles, but taught as a practical instrument. Among the languages would be Polish, Czech, Rumanian, modern Greek, and the great Eastern languages, Hindustani, Chinese, and the like.

In the first year all students would take practically the same course and the subjects would be the fundamental basis of the degree. The compulsory subjects would be Elements of Economics, Banking, Currency, Trade (including Transport), and Finance; Geography, with special attention to the geography of products and communications and to the distribution of Industries and Trade; and an approved modern foreign language.

Banking students would take World History, with special reference to the 19th century, and other students would take Accounting, as applied to traders and trading companies. There would also be one optional subject. In the second year the compulsory subjects would be common to all, and at the end of that year the student could take the first part of his Final Examination for the Bachelor's Degree. His third year would be spent in preparation for the second part of Final Examination, and in this year his studies were specialized. He might take Banking and Finance; Shipping; Inland Transport, or some special or regional branch of Trade.

#### THE MASTER OF COMMERCE DEGREE.

After taking his Bachelor's Degree he could proceed to the degree of Master of Commerce. For this two years' practical commercial experience was required. Work in a merchant's office would be equivalent to the ward work of a physician or time spent in the laboratory.

In answer to questions Dr. Wells said that there would be no "approved" offices and that a City editor's office would be equivalent to a merchant's office.

Continuing, Dr. Wells said the University of London was unique; it was the one University that was able to carry out a scheme like that. Merchants thought that youths should get into the office as soon as possible; a man of 23 was too old to start on the bottom rung of the ladder. With the external system of the University they were not bound to take a man from any recognized college. Students could work at home, and evening classes would be provided. Any man, who was determined, could take the degree. They intended to have in London the greatest faculty of Commerce in the world; there would be scholarships (some tenable abroad), and a bureau would be created to help students to study by themselves by giving them advice and directing their reading.

#### £500,000 REQUIRED.

Half a million of money would be required for all the objects he had enumerated. The Cassel Trustees had promised them £150,000 if they raised a like sum by September. Towards this £60,000 had already been subscribed. There were several reasons why the University of London alone could carry out the scheme. One was its situation, contiguous to the City; another was its peculiar constitution, which enabled it to cater for the man working by himself. If the scheme was a success in London, he had not the slightest doubt that it would leaven every other University in the country. Several City men were willing to find vacancies for their graduates every year, and to start them at £300 per annum. The scheme was now ripe, and would come into operation on October 1. The only matter in suspension was the question of a Doctorate of Commerce, which would follow the degrees of Bachelor and Master. A Commerce Degrees Committee had been appointed by the Senate, and would include 10 members of the University and 20 business men. Several leaders of the Government were behind them, and supporting them.

Sir Herbert Morgan, Vice-chairman of the Printing, Publishing, and Newspaper Trades Sub-Committee, said that the business community would give the proposal a very hearty welcome. He believed that it would strike the death-knell of the so-called hard-headed business man. The present difficulties with labour might have been foreseen if the men responsible for commerce had had a broader and more liberal education. The University had magnificently come to the rescue of the business world, which must do its part.

April  
Thirtieth  
1923.

Sir Herbert Holt,  
83 Craing Street West,  
Montreal.

Dear Sir Herbert:-

I am enclosing herewith a draft of the proposed curriculum for a four year Commerce course at McGill.

The course now is one of three years but it has been felt that it is incomplete. This course, you will observe, clings largely to the fundamentals and cannot be regarded as tending to overspecialization. I would appreciate very much your opinion of it, and in order to get the reaction of the business world I am asking a few business men to dine with me next Thursday evening at 8 p.m. at the Mount Royal Club.

Yours faithfully,

Principal.

October 30, 1924.

Professor R.M. Sugars,  
Director-Secretary, School of Commerce,  
McGill University.

Dear Professor Sugars:-

Confirming our recent conversation, I have  
arranged to have the Senior Year of Commerce and  
of Agriculture visit the Harbour on Thursday afternoon  
next, November 6th, at 2.30 p.m.

Yours faithfully,

Wilfrid Bowser.

July 18th, 1924.

A. B. Wood, Esq.,  
Sun Life Assurance Co.,  
Montreal.

Dear Mr. Wood:-

I am sending you herewith an Announcement of the School of Commerce and you will note on page 13 that Actuarial Science is now included.

The announcement is, of course, a very brief one, but the subject will be dealt with as well as we are able to do it according to arrangements made by Dr. Murray and Mr. Mabin. You will note that you and Mr. Mabin are both included in the Commerce Committee under which this course will be given.

Will you permit me to offer you very tardy congratulations on your appointment as President of the Actuarial Society of America. I only just heard of it.

Yours faithfully,

Wilfrid Bovey.

April 10th, 1924.

A. B. Wood, Esq.,  
Sun Life Assurance Company,  
Montreal, Que.

Dear Mr. Wood:-

You may perhaps be aware that we have in connection with our School of Commerce a Committee on Commercial Studies, to which are added as Assessors a few men prominent in commercial life, who are kind enough to give us their advice in considering the subjects to be studied.

The work is not very arduous as the full Committee would not meet more than once or twice a year, although the assessors are sometimes asked to advise regarding subjects akin to their particular business or interests.

I have the authority of the Corporation to ask you to act as Assessor for the coming year and it will give me great pleasure if you can find it possible to do so.

Yours faithfully,

Also sent to:

G.H.Harris, Sun Life.  
J.T. Stevens, Bk. of Montreal, Head Office.  
Theodore Morgan, Esq., Henry Morgan & Sons.  
F.P.Jones, Canada Cement  
Howard Murray, Aldred & Co.  
Ross McMaster, Steel Co. of Canada.

January 21st, 1924

Professor R. M. Sugars,  
School of Commerce,  
McGill University.

Dear Professor Sugars:-

I have your letter of January 16th with reference to the Export Trade Course which may be given this winter by the University of Montreal.

I remember when I spoke to you last about the possibility of our giving this course you told me you did not think there would be sufficient demand this winter from English-speaking people to justify us in arranging a course. Possibly Mr. Poussette held the same views.

Of course, it is impossible for us to think about having a course this winter, but it ought to be well considered whether we shall not plan one for next year.

Yours faithfully,

Principal.

McGILL UNIVERSITY  
MONTREAL.

January 16th, 1924.

SCHOOL OF COMMERCE,  
OFFICE OF THE DIRECTOR

Sir A.W. Currie,  
Principal,  
McGill University.

Dear Mr. Principal,

I have just heard a report to the effect that the University of Montreal intends this year to give the course on Export Trade. It is very strange that we have heard nothing from Poussette on the subject.

I shall see Laureys of the University of Montreal this week and find out from him exactly what truth there is in the report. If it proves accurate, then it may be in our interest to follow suit. Or, we might announce this year that we intended to give the course in 1925.

Very truly yours,

*Robert D. Sugars*  
Director-Secretary.

RMS/B

August 31st, 1923.

C. H. Payne, Esq.,  
Commercial Intelligence Service,  
Ottawa.

Dear Sir:-

I beg to acknowledge and to thank you for your letter of August 28th telling me of the application that has been made to the Civil Service Commission for four Junior Trade Commissioners.

I shall be very pleased to pass this information on to the Secretary of the McGill Graduates' Society and hope that from amongst our number we may be able to fill at least one of these positions.

Yours faithfully,

## OUTLINE OF A 4 YEAR COMMERCE COURSE

Drafted by a special Committee named for the purpose:-

Professors-            Dean Laing  
                         Leacock  
                         Sugars  
                         Tate  
                         Thompson  
                         Sandwell  
                         Villard  
                         Mr. Hazen

### FIRST YEAR

#### (a) Obligatory Subjects

1. English
2. Mathematics, or (in case of students taking up Actuarial course in 4th year) Honour Course in Mathematics.
3. French, or Spanish or German
4. Accountancy

#### (b) Two of these to be chosen-

5. Latin or Greek
6. German or Spanish or French
7. Physics or Biology or ~~Chemistry~~
8. Modern History

### SECOND YEAR

#### (a) (Obligatory Subjects)

1. French or Spanish or German
2. Accountancy (continuation)

#### (b) Three of these to be chosen:-

3. Economics and Economic Geography
4. English (special for Commerce)
5. Mathematics
6. Honour Course (continuation of 1st Year Honour course, and prerequisite to Actuarial Mathematics in 4th Year)
7. Psychology
8. German or Spanish or French
9. ~~Chemistry~~

N.B.: - Students, if desirous of choosing a second Modern Language, should make this choice not later than the Second Year. Only half credit will be given to a language begun after Second Year, and it may, in fact, turn out that, owing to time-table complications, it will be impossible to begin a language after the Second Year.

### THIRD YEAR

#### (a) Obligatory Subjects

1. French, or Spanish or German (continuation)

#### (b) 4 Full courses, or their equivalent, to be chosen from the following:-

2. Accountancy and Business Organization
3. Economics and Economic Geography (including Foreign Exchange, Banking, Credit, etc.,)
4. Statistics
5. Mathematics, Honour Course
- 5a. Mathematics, Honour Course

THIRD YEAR- continued

6. German, or Spanish or French (continuation)
- 6a. Beginners German, or Spanish or French (only 1/2 credit given)
7. Industrial Management and Efficiency ( 1/2 Course)
8. Business Psychology (1/2 a course)
9. Mercantile Law I
10. Economics, (special) (from courses given on page.... of the Calendar. One or two courses may be chosen, each equivalent to 1/2 a course)

- N.B.: -
1. Courses 4,5, and 5a, are prerequisites to Actuarial Mathematics in 4th Year.
  2. Second Year Economics is a prerequisite to courses three and ten above.
  3. Second Year Psychology is a prerequisite to Course Eight.

FOURTH YEAR

( 5 Full Subjects to be chosen, or their equivalent)

1. French, or Spanish or German (continuation)
2. German or Spanish or French (continuation)
3. Accountancy and Industrial Organization
4. Economics and Economic History (including Productive Organization, Labour Problems, and Taxation)
5. Actuarial Mathematics
6. Mercantile Law II
7. Marine Insurance (1 hour a week)
8. Transportation, Storage and Handling of Goods (1 hour a week)
9. Advertising (1 hour a week)
10. Salesmanship and Marketing (1 hour a week)
11. Investigating Practice ( 1 hour a week)
12. Economics, special, ( one or two of courses given on page... of the Calendar, to be chosen, each equivalent to 1/2 a course.
13. Honour Mathematics.

- N.B.: -
- Second and Third Year Economics are prerequisites to courses 4 and 12
- Honour Mathematics of 1st, 2nd and 3rd Years, and the course on Statistics in the 3rd Year, are prerequisites to course 5.

Students in order to take Accountancy in the 4th Year, must take Commercial Law in 3rd and 4th Years and Mathematics 5. in 2nd Year.

4-YEAR CURRICULUM IN COMMERCE

FIRST YEAR

(a) Obligatory subjects

1. English,  
(embracing English Literature and English Composition, with special conference work, where the students are taken in sections.)
2. Mathematics,  
( Geometry, Trigonometry and Algebra, most importance being given to Algebra); or ( in case of students taking up Actuarial course in 4th year) Honour course in Mathematics).
3. French or Spanish, or German  
( embracing Literature and Composition, with practice in reading and dictation)
4. Accountancy,  
( principles and development; books of original record, and documents to be used in connection with them; single entry; double entry; subsidiary ledgers and controlling accounts; notes, drafts, and renewals; capital and revenue expenditure; income-statement and balance-sheet; single proprietorship and partnerships. Demonstration work in all this matter.)

(b) Two of the following to be chosen

5. Latin or Greek,  
( students desirous of proceeding later to degree of B.A. might take one of these)
6. German, or Spanish, or French
7. Physics or Biology or Chemistry  
( meant to impart an elementary knowledge of science and scientific methods)
8. General History,  
( intended for general culture as well as to throw light on modern literature courses, and courses in Economics )

SECOND YEAR

(a) (Obligatory subjects)

1. French or Spanish or German,

continuation of work in first year, stress being laid on composition and oral work

2. Accountancy,

special problems that occur with partnership; transformation of partnership into corporation; departmental accounts and methods of distributing expenses; comparison of results shown in different periods; elements of cost accounting; voucher system; depreciation, allowances and reserves; sinking funds.

(b) Three of the following to be chosen

3. Economics and Economic Geography,

introductory course

4. English,

literature and composition

5. Mathematics,

The mathematical theory of investment:- Interest, annuities, amortization, sinking-funds and depreciation, bonds, building and loan associations

6. Mathematics, Honour course,

continuation of 1st Year Honour course, and prerequisite to Actuarial Mathematics in 4th Year

7. Psychology,

general course

8. German, or Spanish, or French,

continuation of work in First Year, stress being laid on Composition and oral work.

THIRD YEAR

## (a) Obligatory subjects

## 1. French, or Spanish, or German,

continuation of work in preceding years with introduction of commercial correspondence, and study of commercial documents and matters of commercial interest.

## (b) Four 3-hour courses, or their equivalent, to be chosen from the following:-

## 2. Accountancy,

theory of balance sheet; corporation finance; accounting for Export houses; cost accounting, general considerations and advantages of cost systems.

## 3. Business Organization and Industrial Organization, 1/2 course,

origin, growth, and classification of business organization; tests of efficiency in business organization; social and economic and legal aspects in the following types of organization: Single Proprietorship; Partnership; Joint-Stock Company; Corporation; Agreements, Pools, Kartells; Simple Business Trusts; Combination Trusts; Community of Interest organizations; Securities-Holding Organization, Amalgamations, and Mergers. Launching of an industrial enterprise; Planning of a Factory; purchase and control of raw materials; labour and its control; wage systems; welfare work; reorganization of a factory; the committee system; the location of industries; principles of management; types of management; departmental relations; standardization and equipment; standardized operations; written standard-practice instructions; adequate records; efficiency rewards.

## 4. Economics and Economic Geography,

Economics of distribution, with special reference to profits and wages; efficiency of labour, as influenced by wages, hours and conditions; efficiency of organization; fair and unfair competition; trusts, cartells and associations; labour combinations; employers' associations; modern developments in relations of capital and labour; economic effects of Acts of Government. Geography: distribution of population and localisation of industry outside of Canada; main trade routes of the world. (This course is given to the combined Third and Fourth years every second year, alternating with the course on Economics and Economic History)

## 5. Mathematics, Honour course,

both this and 5a must be taken by those who want to take Actuarial Mathematics in 4th Year.

## 5a. Mathematics, Honour Course,

both this and 5 must be taken by those who want to take Actuarial Mathematics in 4th Year.

6. Statistics,  
(a) Introductory course on elementary co-ordinate Geometry and Finite Differences.  
(b) Scope and meaning of Statistics; classification and tabulation; averages; accuracy; application of graphical methods to business problems; construction and use of various "Business Barometers" ; Index numbers.  
Books:-Bowley : Elements of Statistics,pt.1  
Yull : Theory of Statistics  
Copeland:Business statistics  
Elderton: Primer of statistics  
Brown&Brown: Finite Differences
7. German, or Spanish, or French,  
as in 1. above
8. Psychology, 1/2 course.  
applications to business
9. Law,  
First Term:(a) Introduction to the study of Law.(legal concepts and terms; the two systems in Canada; Common Code and Statute Law).  
(b) Elementary principles of the Law of Contract.  
Second Term:(a) Partnership and Company Law .  
(b) Sale of Goods.
10. Economics, advanced course.
11. English,  
argumentation and debate, preparation of briefs,etc. same as No.11 in 4th year, and may either be taken in 3rd year or in 4th year.

N.B.:- Only half credit will be given to a second modern foreign language begun after second year. Students should further note that time-table complications may make it impossible to begin a second language in any year except the first.

FOURTH YEAR

5.

(five 3-hour courses, or their equivalent, to be taken )

1. French, or Spanish, or German,  
continuation of Third Year work
2. Spanish, or German, or French,  
continuation of Third Year Work
3. Accountancy,  
prerequisites are Mathematics 5 in Second year, and Law courses in 3rd and 4th year.  
  
Cost accounts, detailed treatment of: Branches, Consolidations, mergers; Insolvency accounts; Trustees' accounts; Accounting in Insurance companies; Bank accounts; Municipal accounts; peculiarities in form of accounts required in other undertakings; Auditing.
4. Economics and Economic History,  
  
Economics of exchange, with special reference to money and credit; mechanism of promotion and underwriting; supply of short period capital; capitalization of profits; credit policies of business units; statistical and economic aspects of companies, profits, etc. Economic functions of security exchanges. History: development of specialized production and exchange since the Middle Ages; economic development of the British Empire and of the Great Powers in the nineteenth and twentieth centuries.
5. Actuarial Mathematics,  
  
(a) Advanced theory of Interest.  
(b) Life contingencies ( including life annuities and Insurance. The Mortality Table and monetary and other tables based thereon; construction of tables; Probabilities of Life; Expectations of Life; Probabilities of survivorship; Formulas of Demoisire, Gompertz and Makeham; Annuities and assurances; Successive Lives; Policy values; Life interests and reversions.  
Text Books: Institute of Actuaries (pts. 1 & 11 )  
Henry: Finite Differences  
Dawson) Insurance  
Faekler) Insurance
6. Honour Mathematics,  
  
continuation of 5 and 5a of Third Year.
7. Law,  
First Term: (a) Bankruptcy  
(b) Negotiable Instruments  
(c) Income-Tax  
Second Term: (a) General Principles of Direct and Vicarious Liability for Accidents.  
(b) Insurance Law  
(c) Public International Law.
8. Transportation, and Marine Insurance.  
Administration and organization of inland and ocean transportation, including the early history of transportation; meaning and importance of railroad statistics; transport and storage of commodities of a perishable and special character; transportation Law, Marine Insurance.

FOURTH YEAR - continued

## 9. Marketing problems,

Organization of wholesale markets:grading of products; produce exchanges;terminology, reports, quotations; governmental regulations.

Retail store management, including problems of buying, stocking, selling, rapidity of turnover, organization of special sales.

Sales Policies and methods: Distribution; price; credit; sales campaigns. Advertising, and the factors which control human action in buying and selling.

Competition, and methods of meeting it; handling of enquiries; claims and complaints; selection, training and management of sales force.

## 10. Economics, advanced.

## 11. English,

same as No.11 in 3rd Year, and can only be taken here, if not already taken in 3rd year.

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April  
Nineteenth  
1923.

Ricordi Fendy, Esq.,  
Federazione Nazionale,  
Studenti Superiori Commerciali,  
Via Ponza, N. 2, Torino,  
Italy.

Dear Sir:-

With reference to your letter  
of April 5th I have to inform you that there  
is no course in Advertising given at McGill  
University.

I am sending you, under separate  
cover, a Bulletin of our School of Commerce.

Yours faithfully,

Principal.

BA  
CATANIA  
GENOVA  
MILANO  
NAPOLI

# FEDERAZIONE NAZIONALE STUDENTI SUPERIORI COMMERCIALI

PALERMO  
ROMA  
TORINO  
TRIESTE  
VENEZIA

## COMMISSIONE

incaricata di studiare un programma per l'insegnamento della PUBBLICITÀ  
chargée d'étudier un programme pour l'enseignement de la PUBLICITÉ

charged to study a program for the ADVERTISING teaching .. ..  
um ein Programm für den Unterricht der REKLAME zu studieren .. ..

PRESIDENTE

**RICORDI FENDY**

Via Ponza, 2 - TORINO (13)

TORINO (Italia), li April , 5 , 1927  
VIA PONZA, N. 2

Mr. SIR ARTHUR CURRIE K.C.B.

Governing Official of the MCGILL UNIVERSITY

MONTREAL

Sir;

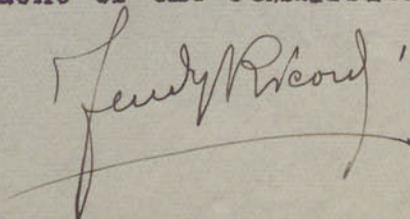
We are glad to be able to bring to your notice the fact that the third National Congress of the Students of the Italian Commercial Universities, at their meeting on 9th February ult., wanted to take into more serious and friendly consideration the proposal put forward by a student of the last Course, Mr. Fendy Ricordi, suggesting the introduction into the teaching of advertising matter, and named a Commission.

The task of the Commission is above all to enquire into the possibility of introducing such matter into the teaching, then to draw up a program suitable for the Middle Schools of Commerce and another for the Commercial Universities, programs to be shown to the right Departments for the approval of the Government.

In order to have the means of founding our work on a modern, reliable basis, we shall be very grateful indeed to you if you will kindly send us the program of the teaching of Advertising in this Institute so that we can study it, if possible adding explanations of a practical kind about the development of the teaching itself.

We shall be truly grateful to you if, besides taking into consideration our request, you will kindly receive the expression of our highest esteem.

The President of the Commission



US/U/. 356

PACIFIC NORTHWEST  
KIWANIS DISTRICT



June 18, 1925

*Col. Thompson*

Sir Arthur Currie  
Principal and Vice Chancellor  
McGill University  
Montreal, P. Q.

Dear Sir Arthur Currie:

The Kiwanis Club of Vancouver is considering the advisability of advocating a Department of Commerce in the University of British Columbia. I would appreciate very much receiving any information you can give me in connection with this Department at McGill that would assist us in intelligently considering the question.

I recognized your picture in a Fox News Reel at the Capitol Theatre this week in connection with the conferring of degrees at McGill.

Trusting that you are enjoying good health,

Yours very truly,

*A. E. Foreman*

JAMES P. NEAL  
Governor  
First National Bank Bldg.  
Walla Walla, Wash.

ALF. E. FOREMAN  
Lieut.-Governor British  
Columbia  
908 Birkes Building  
Vancouver, B. C.

HUGH M. CALDWELL  
Lieut.-Governor Western  
Washington  
Alaska, Building  
Seattle, Washington

O. M. GREEN  
Regional Director  
Southwestern Washington  
Olympia National Bank  
Olympia, Washington

RALPH KAUFFMAN  
Lieut.-Governor Eastern  
Washington  
Olympia Building  
Ellensburg, Washington

EARL KILPATRICK  
Lieut.-Governor Oregon  
650 Court House  
Portland, Oregon

GEORGE NEUNER  
Regional Director  
Southwestern Oregon  
Roseburg, Oregon

C. C. LANTRY  
Past Governor  
612-614 Mohawk Bldg.  
Spokane, Washington

HAROLD C. JONES  
Secretary-Treasurer  
180 Burnside Street  
Portland, Oregon

AEF.W

McGILL UNIVERSITY

SCHOOL OF COMMERCE

Montreal, June 29th, 1925.

A.E. Foreman, Esq.,

Lieut. - Governor, B.C., Kiwanis Club of Vancouver,

908 Birks Building,

Vancouver, B.C.

Dear Sir,

Sir Arthur Currie has passed on to me your letter of the 18th instant, requesting me to answer you direct.

Main Objects of Course

The main objects of our Commerce Course are to give students as good a mental equipment as possible for general business life, and also to make them men of culture.

School of Commerce & Faculty of Arts

This School of Commerce is at present under the Faculty of Arts.

Duration of Course

Originally the course ran for two years, later it was extended to three, and now it runs for four years, the first year students of 1923-24 being the first to commence a four-years course.

Curriculum

I enclose one copy of our "Announcement", and send six others by separate parcel. On pages 9-11 of this pamphlet you will see the subjects taught, fuller details of the ground to be covered being on pages 14-23. Reference is made in places to the Faculty of Arts Announcement, a copy of which I also send.

Marketing Problems

The details of this course have not been finally decided upon as yet, but it will probably include the following, for Canada in particular, and, in general, for the other countries with which she has or might have considerable commerce, the area covered varying in degree according to their importance to her:-

General Configuration ; Climate ; Products ; Dates of Crops ; etc.

Local conditions as to Banking, Credit Systems, etc; Study of Data to ascertain Demand and Purchasing Power; etc;

Transportation ; Means and Routes ; How rates are affected ; etc.

Lectures & Outside Study

Each full subject requires three lectures of one hour each, per week.

The 1925-26 Session commences on September 30th, 1925 and ends on April 28th, 1926. Allowing for holidays and examinations, this provides for over 80 lectures per session for each full subject.

For every hour in the class-room the student is expected to spend at least two in study outside. In Accountancy, in addition to their course of reading, students are expected to work out about 160 problems, the solutions of which require from one

half-hour to twelve hours of work. The solutions are, of course, explained in the class-room.

See also pages 6 and 7 of the Commerce Announcement.

Examinations

I have enclosed in the separate parcel copies of the 1922-23 papers, which will help in giving an idea of the scope of the subjects taught, and of what is expected of the students. The 1923-24 papers are out of print. The 1924-25 papers are not yet published, but I will send you copies so soon as I can obtain them.

I have also enclosed copies of some 1924-25 papers, which I have by me.

The First Year Commerce papers are bound in with the Arts, but I have clipped the corners of the pages which concern Commerce students. Some students, where they are sufficiently advanced, are allowed to take higher studies in a subject than are others.

The last of our Three Year Course students passed out of the University at the close of the 1924-25 Session.

The Third Year (Advanced) Q Accountancy is the Fourth Year Accountancy of the new 4-Years Course.

Chartered Accountants

A McGill Bachelor of Commerce can gain admission to the Quebec Societies of Chartered Accountants on fulfilling the conditions laid down in pages 12 and 13 of the Commerce Announcement. The post-graduate examination is held in co-operation with the local societies.

Staff.

Of the Staff, as per page 4 of the Commerce Announcement, the following give the whole of their time to the School of Commerce:-

Professors: R.M.Sugars,  
P.Villard,  
R.R.Thompson,  
H.Tate.

The following give part of their time:-

Professors: H.N.Evans, Faculty of Applied Science,  
C.MacMillan, Faculty of Arts,  
G.W.Latham, Faculty of Arts,  
E.T.Lambert, Faculty of Arts,  
D.A.Keys, Faculty of Applied Science,  
Mr. H.D.Clapperton, Chartered Accountant in  
Practice.  
Mr. J.L.McCulloch, Insurance Broker.

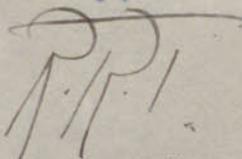
Extension Lectures

Evening Extension Lectures in Accountancy, Law, etc., are given during the Session by lecturers from the School of Commerce.

If I can supply you with any further information, I shall be happy to do so.

I remain,

Yours faithfully,



Asst. Professor,  
Accountancy.

PACIFIC NORTHWEST  
KIWANIS DISTRICT



August 27, 1925

Mr. Robt. R. Thompson  
School of Commerce  
McGill University  
Montreal, P. Q.

JAMES P. NEAL  
*Governor*  
First National Bank Bldg.  
Walla Walla, Wash.

ALF. E. FOREMAN  
*Lieut.-Governor British Columbia*  
908 Birkes Building  
Vancouver, B. C.

HUGH M. CALDWELL  
*Lieut.-Governor Western Washington*  
Alaska, Building  
Seattle, Washington

O. M. GREEN  
*Regional Director Southwestern Washington*  
Olympia National Bank  
Olympia, Washington

RALPH KAUFFMAN  
*Lieut.-Governor Eastern Washington*  
Olympia Building  
Ellensburg, Washington

EARL KILPATRICK  
*Lieut.-Governor Oregon*  
650 Court House  
Portland, Oregon

GEORGE NEUNER  
*Regional Director Southwestern Oregon*  
Roseburg, Oregon

C. C. LANTRY  
*Past Governor*  
612-614 Mohawk Bldg.  
Spokane, Washington

HAROLD C. JONES  
*Secretary-Treasurer*  
180 Burnside Street  
Portland, Oregon

Dear Mr. Thompson:

I beg to acknowledge receipt of your letter of August 11 also copies of examination papers and appreciate very much your kindness in forwarding same.

Yours very truly,

*A. E. Foreman*

AEF.W

November 10th, 1925.

Professor R. R. Thompson,  
School of Commerce,  
McGill University.

My dear Colonel:-

Thank you very much indeed for  
your letter of this date enclosing copy of Mr.  
Wardhaugh's letter.

This indicates that our standard  
is quite as high as that demanded on the other side  
of the Atlantic.

Yours faithfully,

Principal.

McGILL UNIVERSITY

MONTREAL

SCHOOL OF COMMERCE,  
~~XXXXXXXXXXXX~~

November 10th, 1925.

Sir A.W.Currie, G.C.M.G., K.C.B., LL.D.,

Principal,

McGill University.

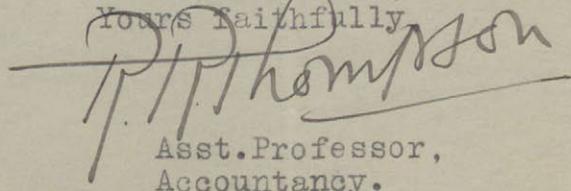
Dear Sir Arthur,

You will remember entertaining at luncheon, some two years ago, a party of Chartered Accountants, including Mr. J.W. Ross and Mr. J. Hutchison, together with Professor Sugars and myself.

During the discussion that followed the luncheon, the University raised the question of putting the standard for the Final Examination for admission to the ranks of the Chartered Accountants as high as that of the English and Scottish Boards.

It has been my custom each year to send to the English and Scottish Boards the papers set at the McGill Post-Graduate examination for admission to the Chartered Accountants' Association. On one occasion I asked the English Board for their opinion on our papers, and the reply was quite favourable to our standards. The last Final Examination was held in McGill University, jointly by the Chartered Accountants' Association and the School of Commerce, all candidates, whether McGill graduates or registered clerks, sitting for the same papers. On this occasion I asked the Scottish Board for their opinion and enclose a copy of their reply.

I have the honour to remain,  
Yours faithfully,

  
Asst. Professor,  
Accountancy.

RRT/B

Encl.

COPY

Wardhaugh & McVean,  
Chartered Accountants.

194, West Regent Street,  
Glasgow, C.2.

Friday, 12th June, 1925.

D. Norman Sloan, Esq., C.A.,  
Secretary,  
Institute of Accountants & Actuaries in Glasgow,  
190, West George Street,  
GLASGOW.

Dear Sir,

Referring to your letter of the 29th ult., sending me Professor Thompson's letter of the 25th April and the Papers set at the Final Examination of the Association of Accountants in Montreal, December, 1924, I have now read those papers carefully and with the greatest interest.

In my opinion they are a very stiff test on the subjects covered, the questions having been cleverly chosen and framed so as to bring out difficulties that arise in practice rather than in the theory of Bookkeeping and Accounting. The Papers are of a kind which I should think commerce graduates, who presumably have not had such a long period of training in an Accountant's Office, might feel particularly stiff, and a candidate gaining a fair percentage of marks in the four papers under review would certainly be entitled to be considered a proficient accountant.

The classification of subject represented by the papers is not at first sight clear, and the arrangement of the Syllabus of the Scottish Societies may be of interest to Professor Thompson.

Comparison naturally arises with the papers set for the Final Candidates in Scotland. The time allowed for each paper is longer being four hours as against three hours, but the papers are fully as long and difficult as those set here. Broadly speaking the Montreal Papers lay more emphasis than we do on (1) - the discovery and prevention of fraud and defalcation in Accounts and (2) the treatment of branch businesses and consolidation of the accounts of allied businesses. On the other hand, we devote more space to questions on costing and taxation, and have one paper completely devoted to Trust Accounts. The Sixth Question in Accounting, part A is specially interesting as dealing with a science which is presently engaging the attention of a large number of Accountants in this country, namely, the consolidation of Balance Sheets.

I trust that the above remarks may be of some service, and would suggest that a set of the Scottish Papers and a copy of the Syllabus might be sent to Professor Thompson.

Yours faithfully,

(Signed) JOHN B. WARDHAUGH.  
Lecturer on Accountancy to the  
Institute of Accountants & Actuaries  
in Glasgow.

McGILL UNIVERSITY

SCHOOL OF COMMERCE

Montreal, June 29th, 1925.

A.E. Foreman, Esq.,  
Lieut.-Governor, B.C., Kiwanis Club of Vancouver,  
908 Birks Building,  
Vancouver, B.C.

Dear Sir,

Sir Arthur Currie has passed on to me your letter of the 18th instant, requesting me to answer you direct.

Main Objects of Course

The main objects of our Commerce Course are to give students as good a mental equipment as possible for general business life, and also to make them men of culture.

School of Commerce & Faculty of Arts

This School of Commerce is at present under the Faculty of Arts.

Duration of Course

Originally the course ran for two years, later it was extended to three, and now it runs for four years, the first year students of 1923-24 being the first to commence a four-years course.

Curriculum

I enclose one copy of our "Announcement", and send six others by separate parcel. On pages 9-11 of this pamphlet you will see the subjects taught, fuller details of the ground to be covered being on pages 14-23. Reference is made in places to the Faculty of Arts Announcement, a copy of which I also send.

Marketing Problems

The details of this course have not been finally decided upon as yet, but it will probably include the following, for Canada in particular, and, in general, for the other countries with which she has or might have considerable commerce, the area covered varying in degree according to their importance to her:-

General Configuration ; Climate ; Products ; Dates of Crops ; etc.

Local conditions as to Banking, Credit Systems, etc; Study of Data to ascertain Demand and Purchasing Power; etc:

Transportation ; Means and Routes ; How rates are affected ; etc.

Lectures & Outside Study

Each full subject requires three lectures of one hour each, per week.

The 1925-26 Session commences on September 30th, 1925 and ends on April 28th, 1926. Allowing for holidays and examinations, this provides for over 80 lectures per session for each full subject.

For every hour in the class-room the student is expected to spend at least two in study outside. In Accountancy, in addition to their course of reading, students are expected to work out about 160 problems, the solutions of which require from one

half-hour to twelve hours of work. The solutions are, of course, explained in the class-room.

See also pages 6 and 7 of the Commerce Announcement.

Examinations

I have enclosed in the separate parcel copies of the 1922-23 papers, which will help in giving an idea of the scope of the subjects taught, and of what is expected of the students. The 1923-24 papers are out of print. The 1924-25 papers are not yet published, but I will send you copies so soon as I can obtain them.

I have also enclosed copies of some 1924-25 papers, which I have by me.

The First Year Commerce papers are bound in with the Arts, but I have clipped the corners of the pages which concern Commerce students. Some students, where they are sufficiently advanced, are allowed to take higher studies in a subject than are others.

The last of our Three Year Course students passed out of the University at the close of the 1924-25 Session.

The Third Year (Advanced) Q Accountancy is the Fourth Year Accountancy of the new 4-Years Course.

Chartered Accountants

A McGill Bachelor of Commerce can gain admission to the Quebec Societies of Chartered Accountants on fulfilling the conditions laid down in pages 12 and 13 of the Commerce Announcement. The post-graduate examination is held in co-operation with the local societies.

Staff.

Of the Staff, as per page 4 of the Commerce Announcement, the following give the whole of their time to the School of Commerce:-

Professors: R.M.Sugars,  
P.Villard,  
R.R.Thompson,  
H.Tate.

The following give part of their time:-

Professors: N.N.Evans, Faculty of Applied Science,  
C.MacMillan, Faculty of Arts,  
G.W.Latham, Faculty of Arts,  
E.T.Lambert, Faculty of Arts,  
D.A.Keys, Faculty of Applied Science,  
Mr. H.D.Clapperton, Chartered Accountant in  
Practice.  
Mr. J.L.McCulloch, Insurance Broker.

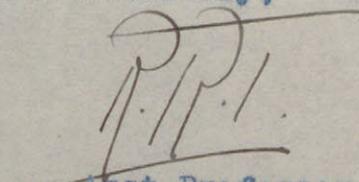
Extension Lectures

Evening Extension Lectures in Accountancy, Law, etc., are given during the Session by lecturers from the School of Commerce.

If I can supply you with any further information, I shall be happy to do so.

I remain,

Yours faithfully,

  
Asst. Professor,  
Accountancy.

Copy of letter  
sent to  
Sp. Rutten  
Mar. 2/46.

## COURSE FOR THE DEGREE OF BACHELOR OF COMMERCE

The course extends over four years, and students who successfully complete it will be granted the Degree of Bachelor of Commerce (B.Com.).

The curriculum is as follows:—

### FIRST YEAR

#### (a) Obligatory Subjects.

1. English.
2. Mathematics. (Course No. 1, page —)
3. French, or Spanish, or German.
4. Accountancy.

#### (b) Optional Subjects (two to be chosen).

5. Latin, or Greek.
6. German, or Spanish, or French.
7. Physics, or Biology, or Chemistry.
8. General History.

N.B.—(a) High School Physics is a prerequisite to Chemistry in No. 7 above.

(b) Students intending to take up Actuarial Science in the Fourth Year must obtain 60 per cent. in the Mathematics of this Year.

### SECOND YEAR

#### (a) Obligatory Subjects.

1. French, or Spanish, or German (continued).
2. Accountancy.

#### (b) Optional Subjects (three to be chosen).

3. Economics No. 1.
4. English.
5. Mathematics. (Course No. 2.)
6. Mathematics. (Course No. 3.)
7. Psychology.
8. German, or Spanish, or French (continued).
9. Chemistry.

N.B.—Students proceeding to Actuarial Science in the Fourth Year must obtain at least 60 per cent. in Nos. 5 and 6.

## THIRD YEAR

## (a) Obligatory Subjects.

## 1. French, or Spanish (continued).

(b) Optional Subjects (four 3-hour courses, or their equivalent, to be chosen).

## 2. Accountancy.

## 3. Business Organization and Scientific Management (half course).

## 4. Economics No. 2.

## 5. Mathematics. (Course No. 4.)

## 6. Mathematics. (Course No. 5.)

## 7. Spanish, or French (continued).

## 8. Business and Industrial Psychology.

## 9. Commercial Law.

## 10. Economics 4 and 5 or 6 and 7.

## 11. English (Argumentation and Debate).

~~12. Technology.~~

N.B.—(a) Only half credit will be given to a second modern foreign language begun after the Second Year. Students should further note that time-table complications may make it impossible to begin a second language in any Year except the First.

(b) Number 5 must be taken by students proceeding to Actuarial Science in the Fourth Year.

(c) Number 11 (Argumentation and Debate) may be taken either in the Third or the Fourth Year.

(d) First and Second Year Accountancy are prerequisites to No. 2 above.

(e) Second Year Economics is a prerequisite to courses Nos. 4 and 9 above, and No. 4 above is a prerequisite to No. 9 above.

(f) Second Year Psychology is a prerequisite to No. 8 above.

(g) Physics in the First Year and Chemistry in the Second Year are prerequisites to Technology.

(h) Second Year Mathematics (Course No. 2) is a prerequisite to Third and Fourth Year Accountancy.

## FOURTH YEAR

(Five 3-hour courses, or their equivalent, to be taken).

1. French, or Spanish (continued).
2. Spanish, or French (continued).
3. Accountancy.
4. Economics No. 3.
5. Actuarial Science. (Course No. 6.)
6. Law.
7. Transportation and Marine Insurance.
8. Marketing Problems.
9. Economics 4 and 5 or 6 and 7.
10. English, Argumentation and Debate (same as No. 11 in the Third Year).
11. Technology (same as No. 12 in the Third Year).

N.B.—(a) No. 4 in the First Year, Nos. 2 and 5 in the Second Year, Nos. 2, 3 and 9 in the Third Year, are all prerequisites to Fourth Year Accountancy (No. 3 above).

(b) No. 3 in the Second Year and No. 4 in the Third Year are prerequisites to Nos. 4 and 9 above, and No. 4 above is a prerequisite to No. 9 above.

(c) The Mathematical Courses (Nos. 1, 2, 3, 4) prescribed in the first three years are all prerequisites to Actuarial Science (No. 5 above).

Graduates in Commerce may obtain a B.A. degree by one additional year of residential study in Arts; provided that during the five years of their course they have satisfied all the requirements for this degree.

Graduates in Commerce, who during their course have taken the full programme in Economics, and who have obtained in Latin a standing equivalent to entrance to the Second Year Arts, may enter the Graduate School as candidates for the M.A. degree in Economics and Political Science.

## DIPLOMA OF LICENTIATE IN ACCOUNTANCY

To obtain the Diploma of Licentiate in Accountancy, which carries with it right of entrance into the Association of Accountants in Montreal (Chartered Accountants), or into the Institute of Accountants and Auditors of the Province of Quebec, the student must satisfy the following conditions:—

- (a) He must pass all the examinations required for, and leading up to, the Degree of Bachelor of Commerce.
- (b) He must pursue the course of studies prescribed in this programme for Accountancy students.
- (c) He must comply with all ordinances regulating the practical work to be done by students during the vacation.
- (d) He must spend at least one year, subsequent to his obtaining the Degree of Bachelor of Commerce, in the office of a practising accountant.
- (e) He must then pass successfully the final examination in Accounting and Auditing, Commercial Law, Actuarial Science, and Political Economy before a board of five examiners, composed as follows: the Director-Secretary of the School of Commercial Studies, two Professors of McGill University, a member of the Association of Accountants in Montreal, and a member of the Institute of Accountants and Auditors of the Province of Quebec; or before a board composed of four examiners, in case either of the Associations mentioned fails, after due notice, to nominate its delegate; or before a board composed of three examiners, in case each of the Associations mentioned fails to nominate its delegate.

McGill University has entered into an agreement with the Association of Accountants in Montreal, whereby the candidates of this Association (non-graduates) will take the final examinations conjointly with the University candidates. The papers set will be the same for both classes of candidates, but the University will retain its own Board of Examiners according to the provisions laid down in Bill No. 21.

The Association of Accountants in Montreal has agreed to accept apprenticeship in an Accountant's Office anywhere in Canada.

*File under  
Commerce*

*This has been approved  
and adopted.*

McGILL UNIVERSITY : COMMERCE STUDENTS

Considering the drafting of an advanced Course in the ECONOMIC GEOGRAPHY of CANADA has led me to the conclusion that what is most wanted is somewhere in the general syllabus to cover the ground of the

ECONOMIC DEVELOPMENT OF CANADA

This study falls into two unequal parts.

A. THE FACTORS OF ECONOMIC DEVELOPMENT

which is a very necessary introduction and mainly geographic in treatment. In time, it might be assumed that the Schools would do this work but this is at present a very unsafe assumption and all the more so since Geography is not a subject in the Matriculation examination, which I think it ought to be.

B. THE PROGRESS AND PRESENT POSITION OF ECONOMIC DEVELOPMENT

Under subheads

1. Natural Resources,
2. Manufactures,
3. Banking and Finance,
4. Transportation, Foreign Trade, Tariff,
5. Government and Taxation.

Of the above A with its important groundwork is not done, nor is B.1, B.2 is taken under IV. Year Commerce Course (Economics Course 8) B.3 might be taken, and possibly is, under IV. Commerce Course 4. (Economics Course 3) B.4 is covered theoretically by IV. Year Com. Course 9 (Economics Course 6) and in relation to Canada by IV. Year Com. Course (Economics Course 8 & 9. B.5 is specifically done in IV. Year Commerce Course 9 (Economics Course 5.).

See School of  
Commerce  
Announcement,  
Pages. 18, 17 & 11

It will thus be seen that all that is necessary to cover the ground completely is to arrange for A and B.1. I suggest that they be taken under the title of the Economic Geography of Canada in place of Course 12. Technology for the Third Year. (Commerce Announcement Pg. 10) The syllabus of this course is given on the next page.

I think that as much as is necessary of what Prof. Sugars had in mind under Technology might be included under B.2., and possibly also room is available there for Marketing Problems, unless it is desired to treat these very elaborately on some 'case' system.

SUGGESTED SYLLABUS FOR COURSE 12. THIRD YEAR  
ON  
THE ECONOMIC GEOGRAPHY OF CANADA

2.

Geography being essentially the meeting ground of many studies, both literary and scientific, I suggest that the cooperation of other Departments in the University be sought. If a definite request for one or two lectures on a definite subject at a definite time were submitted to any Department, I feel sure that it would meet with a ready response. Such assistance is indicated in the margin.

Cooperation  
from other  
Departments.

I. THE FACTORS OF ECONOMIC DEVELOPMENT.

From the  
Geological  
Department:  
first week in  
October: a  
lecture on the  
influence of  
the geological  
structure on  
the Economic  
Development of  
Canada.

- (A) THE LAND : The geological structure of Canada and its influence on the present physical features, on communication routes, on mineral wealth and soils, and finally on the distribution of the population.
- (B) THE CLIMATE : Temperature of the air : the conditions which influence the temperature; the study of isothermal, isothermal, and isocheimal lines and charts with special implicit reference to the conditions necessary for the successful cultivation of grain, the growth of timber, etc. Frost. The limits of possible grain cultivation and of forest growth. The Temperature of the sea; the effect of ocean currents; duration of open navigation in Canadian waters. Fog : causes, distribution, and influence on commerce.

Winds. The causes of movements of atmosphere: barometric pressure; prevalent winds of Canada; the Chinook wind ; the generation, course and behaviour of storms. Cyclones and anti-cyclones.  
Rainfall and snowfall : its causes and the nature of the distribution, local and seasonal, in Canada.  
Weather Charts : A study of the North Atlantic Charts of the British Admiralty and of the American Weather Charts. The value of weather charts to the farmer, the navigator, and others. The McGill Weather Station and its work.

From the author-  
ities of the McGill  
Weather Station:  
second week in  
November: a lecture  
on the McGill  
Weather Station and  
its work.

- (C) THE MAJOR NATURAL REGIONS OF CANADA :  
The idea of a "Natural Region" as an area throughout which the same set of physical and climatic conditions prevails and therefore tends to give rise to the same type of economic and social conditions. The six major natural regions of Canada and their distinguishing characteristics.

From the Hist-  
ory Department:  
Second week in  
December: one or  
more lectures on  
the relations betw-  
een history and  
geography in the  
economic develop-  
ment of Canada.

- (D) THE PEOPLE : An analysis of the present distribution of the population of Canada based on the Census returns, studying the influence of physical features (including geology and soils and water-supply), of climate, and of historic development. Racial origins. The rate of increase of the population at different times and in different localities. Urban growth. The larger towns of Canada and the reasons for their growth and their particular locations. Social conditions in rural areas. Immigration and Emigration. The political and social organization of the people in broad outline and with special reference to the influence of geographic and economic factors. The Education System and its influence on economic development.

## II. THE PROGRESS AND PRESENT POSITION OF ECONOMIC DEVELOPMENT.

### (A) NATURAL RESOURCES

A preliminary survey of the Natural Resources of Canada and their relative importance.

From the Law Dept.-  
3rd week in January: a lecture on Land Tenure in Canada.

- (1) AGRICULTURE : the pre-eminent basic activity of Canada. A brief history of agricultural development including the Land Tenure system.

From Macdonald College: 4th week in January: a lecture on "How Science has helped Agriculture".

WHEAT : conditions necessary for successful growth: varieties of wheat. State aid to agriculture. The work of the Dominion Experimental Farms and of the Schools of Agriculture. Economics of the Wheat Harvest: -Costs of production; use of mechanical power ; labour supply. Average yield of recent harvests. The function of the Board of Grain Commissioners. The transport of grain. Freight charges and their control. The work of the Wheat Board during the War. The growth and history of pooling organizations in marketing. The market price of wheat - how it has fluctuated in the past ; conditions which determine it, and the possibilities and advantages of greater stabilization. Credit facilities for the farmer.

From Dean McKay, Faculty of Arts: 1st. week in February: a lecture on some aspect of Life and Farming in the Prairie Provinces.

The production and marketing of the following, treated less fully,

#### OTHER FIELD CROPS.

LIVE STOCK FARMING : Dairying. The Beef Cattle interest and the story of the cattle "embargo". Mixed Farming and its future.

FRUIT FARMING : The growth of Co-operative Methods.

- (2) FORESTRY : Survey of the Forest Resources. Forest administration and fire prevention. Depletion of reserves and afforestation. The market for forest products, treated briefly and resumed later under Manufactures. The organization of the lumbering industry.

From the Department of Metallurgical Engineering: 1st. week in March: a lecture on Modern Methods of Ore Treatment in Gold Mining.

- (3) MINING : outline of the history and development of mining in Canada. Coal-mining methods, organization and difficulties with illustrations from Nova Scotia and Alberta. Gold mining; distribution of gold-fields; treatment of ores; recent developments in Northern Ontario. Other minerals. The finance of mining companies.

From Major Forbes: a lecture on "What Canada offers to the Amateur Fisherman."

- (4) FISHERIES : The sea Fisheries. Inland Fisheries. Fish canning and curing. Marketing.

From the Department of Electrical Engineering: Last week in March: a lecture on "The Future of Hydro-Electric Power in Canada."

- (5) HYDRO-ELECTRIC POWER : Potential resources. Development and economic factors concerned. Installation and transmission costs. The Hydro-Electric Power Commission of Ontario. The export question.

From the Medical Faculty: 1st. week in April: a lecture from some Medical man who has recently toured the Indian country on a Medical Mission.

- (6) TRAPPING : Historical importance of the fur trade. Present organization.

The above finishes the Course in Economic Geography of Canada, but the work on the Economic Development of Canada is continued in the Fourth Year as indicated on Sheet No.1. In particular the Course - B.2. will take up the more important manufactures in turn and, so far as possible, correlate the lectures with the visits which Commerce students make to industrial establishments, so that a lecture precedes the visit and a class discussion follows it. Attempts will be made to show the relative importance of the various manufactures ; to explain the main process of manufactures, and the economic problems involved, in connection with each industry. It is here that as much of Prof.Sugar's suggested Course on Technology as is thought advisable could be worked in, possibly with aid from the Applied Science Departments.

Further point for consideration : IV.Year Course 7 (Transportation and Marine Insurance) might, if introduced, be a definite alternative to Course 9 (Transportation, Immigration, Land Settlement). No student should be allowed to take both, as these Courses apparently overlap very considerably.

J.P.Day

---

December 3rd, 1925.

School of Commerce,  
McGill University,  
Montreal,  
P.Q.

Sept 17<sup>th</sup>/26.

Dear Col. Doney,

I attach statement of my expenses in connection with the Convention of the Canadian Society of Cost Accountants at Toronto. They include Ottawa expenses \$11<sup>50</sup>. I included my sleeping berth expenses to Toronto under travelling.

I shall let you have copies of my paper as soon as I get copies of one of the periodicals which asked for a copy so that they could publish it.

Purser rang me up yesterday evening, telling me that he has been trying to get me for since Wednesday morning. He left last night for Ottawa, but is going to stay in at Montreal on his way back from Toronto. I told him that there were some people, whom he ought to see, or I, for one, would be

very much disappointed. I don't know  
how he can have failed to get me. I was  
out a lot, seeing people; but he should  
have left his number. However, I will  
get him in ten days time.

The people, whom he has not seen,  
& whom I ~~suggest~~ <sup>think</sup> that it would be  
well for him to see, are as follows:-

General Sir Arthur Currie,

General,

E. W. Beattie, President C.P.R.

Jas Hutchison : Chartered Accountant.

J. W. Ross or A. F. C. Ross do.

H. Mackenzie : Royal Trust

J. P. Cardin : French Financier

A. R. MacMaster : Canada Steel

Col. P. Sturke : Board of Trade.

W. J. P. Day : an economist

One of the Mc Craig brothers : stockbrokers

W. Phillips : Head of Industrial  
Dept, C.N.R.

I think that) he will or someone from the Royal Bank,  
I can arrange for most of the above: but will let you know  
He has seen the President William Taylor,  
& a few others.

Yours faithfully  
Albert P. Thompson.

44

UNIVERSITY OF PENNSYLVANIA  
PHILADELPHIA

WHARTON SCHOOL OF  
FINANCE AND COMMERCE  
EMORY R. JOHNSON, DEAN

February 23, 1922.

Sir Arthur Currie,  
Principal, McGill University,  
Montreal, Canada.

My dear Sir Arthur Currie:-

You were kind enough to request that I hand you some information in regard to the Wharton School of Finance and Commerce of the University of Pennsylvania. I am sending you the Announcement printed last year. An Announcement for the coming year is at the printers and the copy can be sent to you in two or three weeks. I also enclose the brief Announcement regarding the Graduate Course in Business Administration, a two years' course leading to the degree of Master of Business Administration that we have established within the Graduate School organization of the University. This is the first year of that course.

The Wharton School is in its forty-first year. It is a four years' under-graduate course, the requirements for admission being those required of students for admission to the under-graduate work at the University of Pennsylvania. During the Freshman year, all students take the same subjects as set forth on page 24 of the Announcement. At the end of the Freshman year students are required to enroll in the "group" that they wish to pursue during the three remaining years. About half of the students take the "general" course, the other half dividing themselves among the several groups:- Accounting, Brokerage, etc., described on pages 26 to 40 of the Announcement.

The enrollment this year was 2,587 at the beginning of the year. Our purpose is to keep our enrollment at about 2,400, that being as many students as we can accommodate. This year and the year before, we were obliged to turn away hundreds of students who were qualified to enter the Wharton School.

Any further information you may desire, I will be pleased to attempt to give. It was a real pleasure for those of us connected with the University to meet you and hear you yesterday.

Very truly yours,  
*Emory R. Johnson*

ERJ/DF

January  
Twenty-fourth  
1922.

E.F. O'Brien, Esq.,  
Class Secretary, Commerce '22,  
Arts Building.

Dear Mr. O'Brien:-

I acknowledge with thanks the receipt of your letter of the 19th instant, with reference to the visits paid to industrial plants in the city by the students in the Department of Commerce.

I am very anxious to increase the effectiveness of our Commerce course and shall always be pleased to receive suggestions having that end in view.

Yours faithfully,

Principal.

McGILL UNIVERSITY  
MONTREAL.

SCHOOL OF COMMERCE,  
~~McGILL UNIVERSITY~~

January 19th, 1922.

Sir Arthur Currie,  
Principal, McGill University.

Dear Sir:-

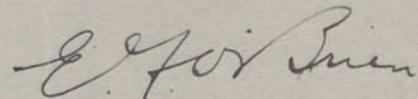
The students of the School of Commerce have always manifested a lively interest in the welfare of their course, and on two former occasions have forwarded to the authorities of the College their opinion regarding methods of improving the course.

It is with a different motive that this letter is addressed to you as one who has, we believe, the interest of the School of Commerce at heart.

At a meeting of the class of Commerce '22, the question of our trips to industrial plants was brought up, in order to ascertain if the students, as a whole, were in favor of them. The unanimous opinion of the class was that these trips were highly beneficial to us, both in allowing us an insight into modern industrial processes and working conditions in Montreal, and as a means of seeing in operation under practical conditions, the theories and principles we have studied in the classroom.

In view of the fact that we have ventured, as I have said before, to criticize certain parts of our curriculum, it was felt that an expression of our appreciation of this feature of our course might not be out of place. Accordingly I take great pleasure in conveying to you the sentiment of the class in this matter, and trust that it will not be considered out of order.

Yours respectfully,



Class-Secretary,  
Commerce '22.

44

75  
64  
41  
12

Meeting of School of Commerce Committee  
Friday, October 28th, 1921.

Agenda

1. Report on number of entrants:

First Year 75; Second Year 64; Third Year 41;  
Partials; 12

2. Licentiate-ship in Accountancy Examination:

- (a) Two candidates presented themselves this year for examination, Mr. A.M. Badian and Mr. W.S. Antliff.
- (b) Should candidates for this diploma hereafter be required to pay a fee? Suggested that a fee of \$25.00 be charged to cover all expenses of examination, including invigilation.

3. Industrial Chemistry:

- (a) Students too numerous to be admitted to Dr. Ruttan's course on this subject.
- (b) Course offered by Prof. Tate provided some previous training be given in Organic Chemistry.

4. Students' Vacation Work:

In connection with this work the following points are to be noted:

- (a) Many students are paying their way through college and require full liberty regarding the use of their vacation.
- (b) Where students are numerous, it is impossible to require of them experience in any particular kind of business office.
- (c) A number of students maintain that they have been unable to obtain a position of any kind.
- (d) Difficult situation of students who have to clear off a number of "supplementals." This difficulty is enhanced by present regulations regarding summer readings.
- (e) A regulation enforcing business experience during vacation would not bear equally on all Commerce students, since those that come from "Arts" directly into Second Year Commerce, and those again who are admitted from other Universities, have not previously submitted to any such regulation.
- (f) No such regulation exists in other Universities. If it were rigidly enforced in McGill such enforcement might have an unfavourable influence on our registration.

Proposed:

That since it is impossible to enforce rigidly any regulation regarding ~~Summer Readings~~, and since, for reasons indicated, it would be inexpedient to endeavor to do so, this regulation be regarded merely as a recommendation to students to obtain, if possible, in some business house an experience that may both aid them in their studies and be useful to them in their future callings.

Agenda continued

5. Special Law Lectures

Notice received from Law Faculty that they can only take a limited number of Commerce students (about six).<sup>8</sup>

6. Proposed modification in optional groups of Third Year.

Four groups to be substituted for present two:

- |   |         |
|---|---------|
| (1st) Advanced Accountancy  | 5 hours |
| (2nd) Second Modern Foreign Language  | 5 hours |
| (3rd) A. Actuarial Science<br>B. Insurance Accounting   | 3 hours |
| (4th) A. Special Course in Economics<br>B. Special Course in Law: to be selected from course given in Arts Faculty, or to be laid down specially. |         |

One of these four groups must be chosen.

7. Other Business:

ADVANCED COURSE IN ACTUARIAL SCIENCE

First Year (3 hours)

1. Advanced Algebra: excluding questions on continued fractions; inverse probabilities; theory of numbers, determinants, indeterminate equations of the second degree (Hall & Knights Higher Algebra)
2. Elementary Course on "Finite Differences."
3. Elementary Coordinate Geometry of Straight-line & Circle.

Second Year (3 hours)

1. Elementary Analytical Geometry of Conic Sections
2. Elementary "Differential and Integral Calculus"
3. Elementary "Theory of Equations."

Third Year (3 hours)

1. Theory of Interest and Finance. Relative Tables.
2. Life Contingencies and Insurance.

ELEMENTARY COURSE IN ACTUARIAL SCIENCE

First Year

1. Elementary Mathematics: (4 hours as at present)

Second Year

1. Mathematical Theory of Investment: (3 hours.)
-

44  
November  
Third  
1921.

Professor Sugars,  
Department of Commerce,  
McGill University.

Dear Professor Sugars:-

I am attaching herewith a clipping from the "Labour Gazette", which seems to indicate that in San Francisco they take the students in Economics in the University of California and arrange visits to different manufacturing plants. Apparently, this is for the purpose of survey, but I imagine it corresponds largely with our plan whereby our Commerce students have been visiting industrial plants.

At the meeting of the Commerce Committee the other day I gathered from your remarks that these visits might be curtailed to some extent in the future. I sincerely hope not, rather do I hope that they will be extended and that instead of business men resenting the intrusion of the students, they will welcome such a proceeding. I would like to know the names of any business men who do not care to open their doors to us. I believe a good deal depends upon the manner in which the business men are approached and upon the behaviour of the students.

Yours faithfully,

Principal.

44

May  
Sixteenth  
1921.

H. R. Pousette,  
Director,  
Commercial Intelligence Service,  
Ottawa, Ont.

Dear Sir:-

I wish to thank you for your  
letter of May 12th.

Regarding the subject of the  
preparation of documents, etc., let me say  
that this will eventually be fully covered in  
our various courses on organization.

Regarding ocean and rail trans-  
portation, we now give a course in this matter.

Regarding packing, marking, etc.,  
and adaptation of products for foreign markets,  
we shall cover such subjects in a course on  
Technology which we have in view.

I shall always be very grateful  
for any advice you care to tender.

Yours faithfully,

Principal.

We now give a course on Ocean & Rail transportation.

The question of how to prepare documents will be eventually fully covered in our various courses on organization.

Packing, marking, adaptation of products for foreign markets would enter into the course on Technology we have in view.

McGill University

Examination for C.A. Diploma

Decisions come to at meeting of Commerce Committee (May 4th.)  
and at meeting of Faculty of Arts (May 6th, 1921.)

1. That the examination of McGill Commerce graduates proceeding to diploma of C.A. be held in the last week of October of each Session, the first of such examinations to take place in October 1921.
2. That McGill University retain the same privileges as the University of Montreal in the conduct of this examination.
3. That Law subjects form a portion of the examination for the year 1921 and 1922.
4. That courses of Law be laid down in all three years of the Commerce curriculum, so that all needs of students proceeding to C.A. diploma shall be considered.
5. That after the year 1922 all examinations in Law be got rid of by the end of the regular course in Commerce, so as to leave nothing but Accountancy and Auditing subjects for the final C.A. examination in October.

44

May  
Sixteenth  
1921.

Lewis Brimacombe, Esq., C.A.,  
180 St. James Street,  
Montreal.

Dear Mr. Brimacombe:-

With reference to your letter of the 10th of May, Professor Sugars informs me that the lectures referred to will be covered principally by Mr. Clapperton's Special Evening Courses and by Professor Thompson, the full-time Professor in Accountancy.

With all good wishes,

I am,

Yours faithfully,

Principal.

This course in Elementary Accountancy was laid down for the benefit of students in the offices of Chartered Accountants. These students have not attended, preferring the lectures given in the Y. M. C. A. by Mr. John Patterson. We might therefore cut out this course, if you think it advisable, and thus relieve Mr. Thompson of evening work. (The course does not pay; it costs us about \$600. and brings in about \$300.)

McGILL UNIVERSITY  
MONTREAL.

SCHOOL OF COMMERCE,  
OFFICE OF THE DIRECTOR

May 16th, 1921.

Sir Arthur Currie,  
Principal McGill University.

Dear Mr. Principal:-

I return herewith Mr. Brimacombe's letter to you of May 10th.

The facts as stated by Mr. Brimacombe are not quite correct. The course on Higher Accountancy has only been given by Mr. Brimacombe during two sessions. Previously this course was conducted by me. With regard to the course on Elementary Accountancy, that has only been in existence for four years.

Last year Mr. Clapperton gave a special evening course in Higher Accountancy and Auditing for the benefit of Commerce graduates proceeding to the diploma of C.A., and also for the benefit of outsiders who take an interest in the subject. We are making this course a definite part of our programme. It consists of 75 lectures, and covers all the ground gone over by me and by Mr. Brimacombe in the 20 lectures that we gave. It would seem a useless expense to duplicate our work unnecessarily, and I am therefore of the opinion that any outside students who are interested in Higher Accountancy and Auditing should be prepared to take Mr. Clapperton's course.

With regard to the course on Elementary Accountancy I have been assuming that this would enter into Professor Thompson's work.

Yours faithfully,

*Robert S. Sugars*

Director-Secretary.

SMITH, BRIMACOMBE & CO.

CHARTERED ACCOUNTANTS & AUDITORS

H. MEREDITH SMITH, A.C.A.(ENG) C.A.

LEWIS BRIMACOMBE, C.A.

180 ST. JAMES STREET

MONTREAL

CABLE ADDRESS

"CHARTERED MONTREAL"

TELEPHONE MAIN 7615

10th May 1921.

Sir Arthur Currie,  
Principal,  
McGill University,  
Montreal.

Dear Sir Arthur,

I have to acknowledge receipt of  
your letter of the 2nd instant and observe.

With reference to the second para-  
graph of your letter, you are doubtless aware that I  
have, for the last five or six years, given a series  
of Lectures in Higher and Elementary Accountancy in  
the Evening Extension Courses, and I shall be glad if  
you will be good enough to advise me what arrangements  
will be made in connection with this work for the next  
Session.

Yours faithfully,

*Lewis Brimacombe*

LB/W

*To Mr. Sugars.*

*What shall I say in reply, please?*  
*Art Currie*

*13/10/21*

44  
MCGILL UNIVERSITY  
MONTREAL.

SCHOOL OF COMMERCE,  
OFFICE OF THE DIRECTOR

April 29th, 1921.

Sir Arthur Currie,  
Principal McGill University.

Dear Mr. Principal:-

You asked me some time ago to inform you whether we were fully equipped for undertaking the Accountancy work of next session and I promised to make a report on the matter some time before Convocation.

Since we have arranged with Mr. Clapperton to give a special course of 75 lectures on Higher Accountancy and Auditing to Commerce graduates proceeding to the diploma of C.A., and since we have opened this course to outsiders, it does not seem necessary to continue the Extension Course on Higher Accountancy given this year by Mr. Brimacombe. Under these circumstances we shall probably be able to cope with all the Accountancy work, without making any addition to the staff. If, however, a little extra help prove necessary, it will be such help as can be given by past students and will not be difficult to provide.

Yours faithfully,

*Robert E. Sugars*

Director-Secretary.

May  
Second  
1921.

Lewis Brimacombe, Esq.,  
180 St. James Street,  
Montreal.

Dear Sir:-

With further reference to your letter of March 14th last when you wrote asking about the arrangements we intended to make for carrying out our Accountancy work next session, I beg to say that the Board of Governors have approved the appointment of Mr. Robert Thompson, C.A. of Glasgow, as a full-time Professor of Accountancy in the Department of Commerce.

Professor Sugars' report, now before me, states that with this addition to our staff we shall not require further help in Accountancy next session, so your engagement with the University will terminate with the present session.

Let me thank you very much for the assistance you have given us in the past.

Yours faithfully,

Principal.

44

SMITH, BRIMACOMBE & CO.

CHARTERED ACCOUNTANTS & AUDITORS

180 ST. JAMES STREET

MONTREAL

H. MEREDITH SMITH, A.C.A. (ENG) C.A.

LEWIS BRIMACOMBE, C.A.

CABLE ADDRESS

"CHARTERED MONTREAL"

TELEPHONE MAIN 7815

15th March, 1921.

Sir Arthur W. Currie,  
Principal,  
McGill University,  
Montreal.

Dear Sir Arthur,

I beg to thank you for your letter of the 14th inst., and the information therein contained.

I apprehend that you will be in a position to give me definite information at a reasonably early date, in order that I may have an opportunity of arranging my own practice.

I beg to remain,

Yours faithfully,

*Lewis Brimacombe*

Lecturer in Accountancy

McGill University.

LB/AD.

444  
March  
Fourteenth  
1921.

Lewis Brimacombe, Esq., C.A.,  
180 St. James Street,  
Montreal.

Dear Sir:-

I beg to acknowledge receipt of your letter of the 9th instant, asking for information concerning the arrangements to be made in our Accountancy work for next session.

Professor Sugars has not yet submitted his report dealing with all the extra help required in his Department for next year. As soon as that work has been definitely arranged for I shall let you know.

Yours faithfully,

Principal.

SMITH, BRIMACOMBE & CO.

CHARTERED ACCOUNTANTS & AUDITORS

H. MEREDITH SMITH, A.C.A.(ENG) C.A.

LEWIS BRIMACOMBE, C.A.

180 ST. JAMES STREET

MONTREAL March 9th 1921.

CABLE ADDRESS  
"CHARTERED MONTREAL"

TELEPHONE MAIN 7615

Principal,  
Sir Arthur Currie,  
McGill University,  
Montreal, P.Q.

Dear Sir Arthur:-

Referring to the interview you were good enough to grant me early in December last, may I enquire what arrangements are likely to be made in connection with the lectures during the 1921-22 session in the School of Commerce in the subject of Accountancy, in so far as such arrangements are likely to affect me personally.

Yours faithfully,

*Lewis Brimacombe*

Lecturer in Accountancy,  
McGill University.

LB/MW.

McGILL UNIVERSITY  
MONTREAL.

PRINCIPAL'S OFFICE.

11th March, 1921.

Mr. Sugars.

Dear Mr. Sugars,

Please prepare a letter for me to  
sign and forward to Mr. Brimacombe.

Yours faithfully,

*AWC*

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11th March, 1921.

Mr. Sugars.

Dear Mr. Sugars,

Please prepare a letter for me to  
sign and forward to Mr. Brimscombe.

Yours faithfully,

April  
Fourteenth  
1921.

W. Mortensen, Esq., B.Sc., C.E.,  
93 Church Street,  
Montreal.

Dear Sir:-

I have your letter of April 8th, and have shewn it to the Director of the School of Commerce and to the Chairman of the Committee on Extension Courses.

The subjects to which you allude are dealt with under the heading of Corporation Finance in our courses on Higher Accountancy. If, however, it were desired that we deal with these subjects in a more extensive way, by laying down a course of from 15 to 20 lectures dealing with the Stock Exchange, with the various classes of securities offered to the public, and the reasons for the existence of these securities, we should be prepared to do so. We should, however, require some kind of a guarantee that the courses would meet with a public demand.

Yours faithfully,

Principal.

W. MORTENSEN  
CONS'L'T'G ENG.  
93 CHURCH STREET  
MONTREAL

CONTINUOUS PHONE  
CONNECTION : EAST 9589

Montreal, Apr. 8, 1921.

Sir Arthur William Currie,  
McGill University,  
Montreal.

Sir,

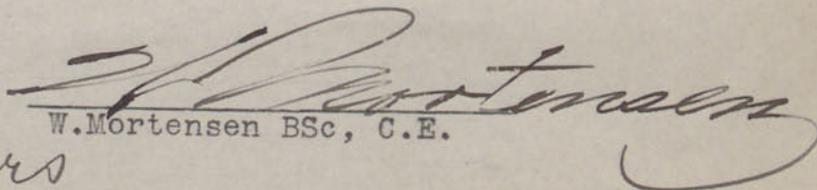
It has occurred to me that your University might consider the possibilities of giving a practical financial course, doing a certain amount of research work in connection with same, for the coming year.

Most men reach the age of fifty before they get this from practical experience, forty years getting it, and ten years recovering. Among the least informed on finance and the fundamentals underlying same are bank clerks and a certain class of stock broker. Even to-day unseasoned "securities" are being sold at figures that could only be supported by the public's ignorance of seasoned securities.

It seems to me that a course like this can be made more practical and of greater value than any other work suited to a University. However, without going into details, I shall thank you for your opinion of the possibility of taking this up.

Yours truly,

WM/FG

  
W. Mortensen BSc, C.E.

To Prof Sugars

What do you  
advise.

A. W. Currie

McGILL UNIVERSITY  
MONTREAL.

SCHOOL OF COMMERCE,  
OFFICE OF THE DIRECTOR

April 11th, 1921.

Sir Arthur Currie,  
Principal McGill University.

Dear Mr. Principal:-

I have been considering the letter sent to you by Mr. W. Mortensen in relation to the establishment of a practical financial course in McGill.

We have been treating these financial matters in our Extension Courses as a part of the work in Higher Accountancy, and next year the subject will be covered in some way or other in the lectures given by Mr. Clapperton or Mr. Thompson. We could, however, give a course exclusively dealing with Corporation Finance if we were certain that it would appeal to a sufficient number of students to make it pay.

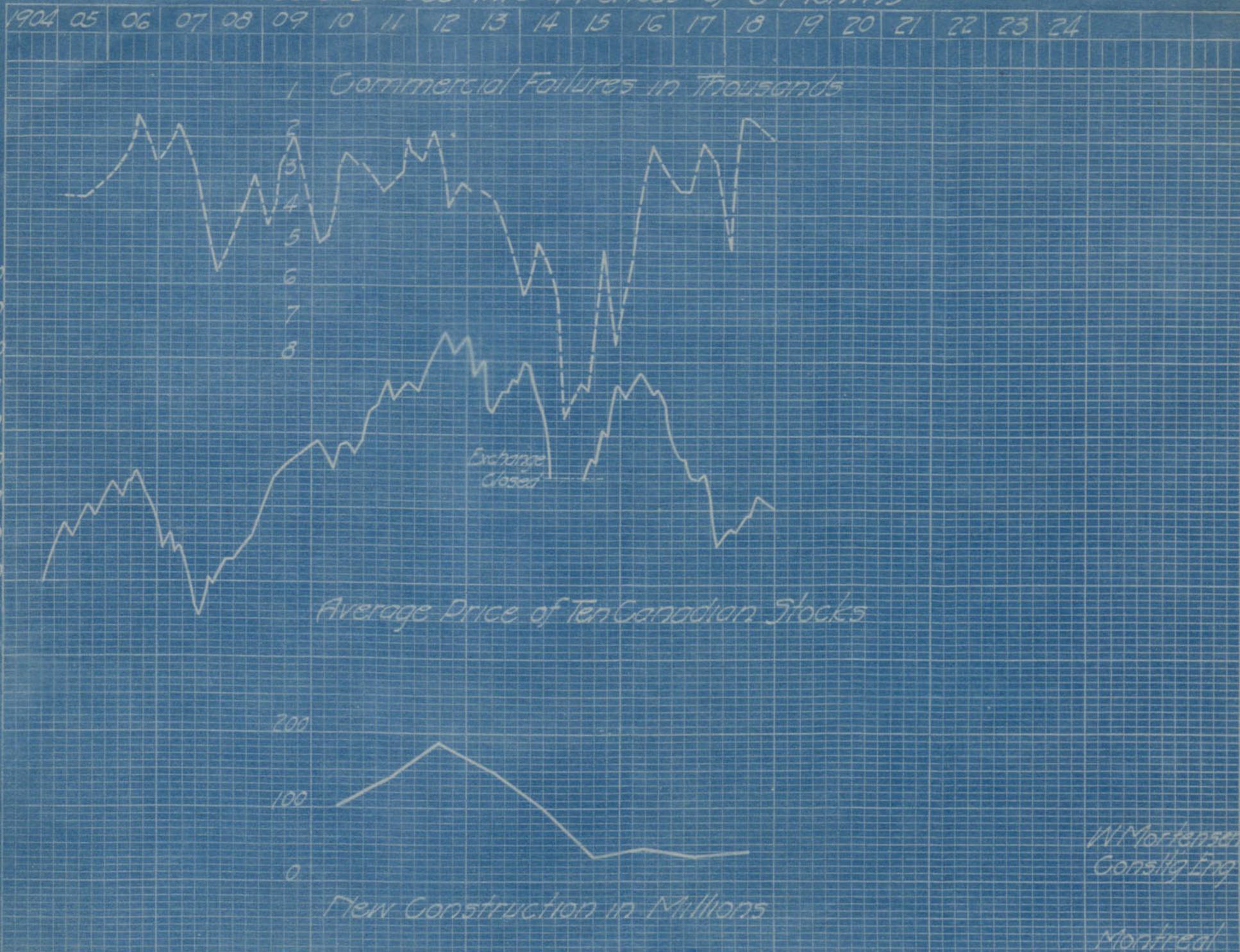
I shall take the matter up with other members of our department and with the Extension Committee.

Yours very truly,

*Robert L. Sugars*

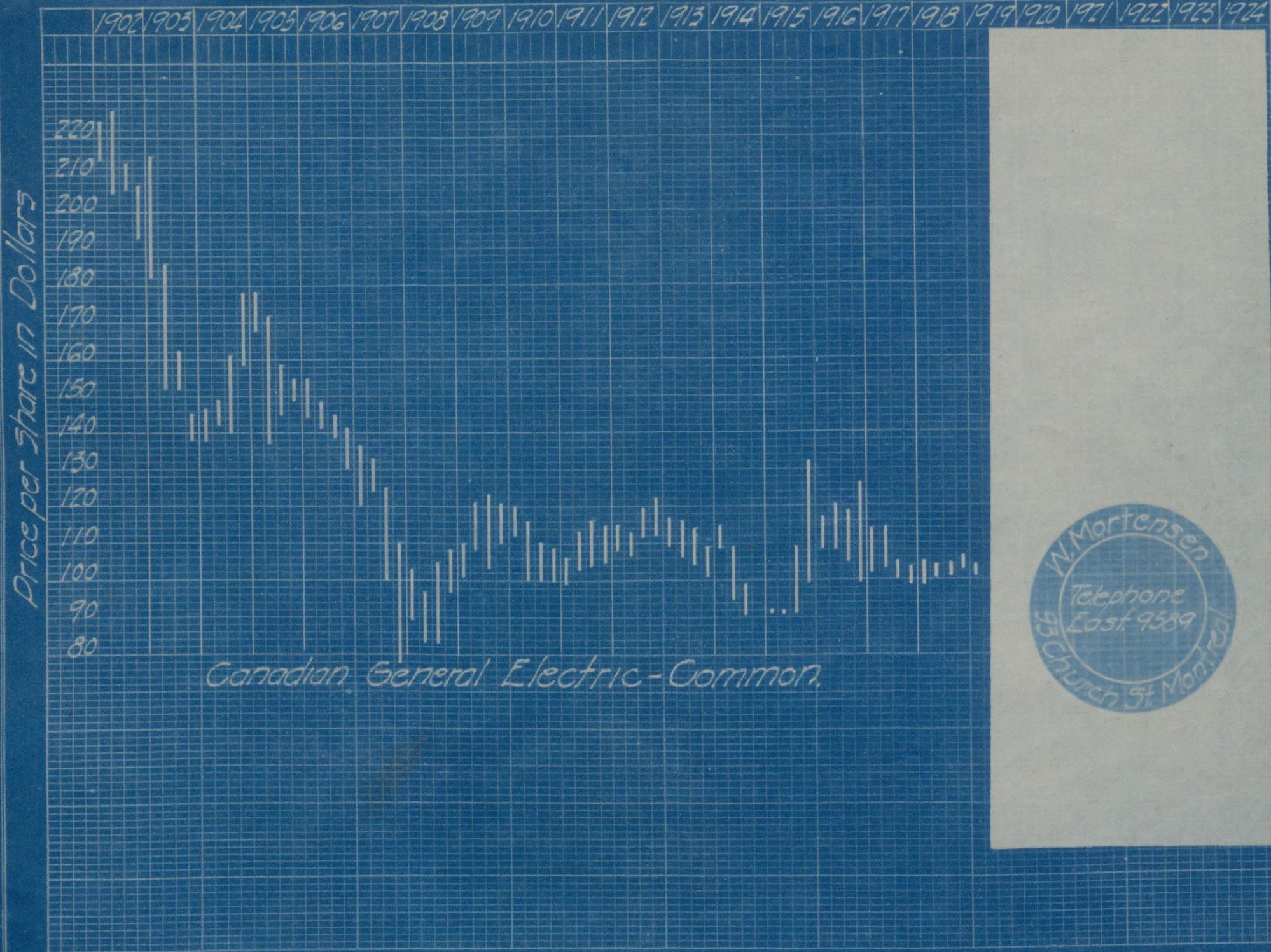
Director-Secretary.

Years Divided into 4 Periods of 3 Months



W. Mortensen  
 Consulting Eng.  
 Montreal

Years Divided into Periods of 3-Months



To consider the advisability of substituting, in the case of Commerce students, some well written books on subjects of commercial interest in place of the regular books that have already been recommended for Summer Readings.

44

Dr. Adams.

Meeting of the Commerce Committee Friday, April 15th,  
at 4 p.m.

#### Agenda

#### It is reported:

1. That a B. Com. Advisory Committee consisting of Acting Dean Harkness, Dr. Leacock, Dr. Fryer and Prof. Sugars was appointed by the Acting Dean in accordance with a recommendation of the Faculty of Arts.
2. That Mr. Herbert Tate of Trinity College, Dublin, has been appointed Assistant Professor of Mathematics to undertake all the mathematical work of the School of Commerce.
3. That Mr. Robert Thompson, C.A., Scotland, has been appointed Assistant Professor of Accountancy in McGill University.
4. That Mr. Dale-Harris, being in hospital and unable to continue his course in Commercial Law, this course was intrusted to the brother of Mr. Dale-Harris on the latter's recommendation.
5. That owing to the difficulty of controlling attendance, the evening lectures on Industrial Chemistry had not proved a success, and that it would be advisable in future to give this course in morning or afternoon hours.
6. That the B.A. Advisory Committee approved of Mr. Cecil Fraser's application to be admitted into Second Year Commerce in October, and that they rejected for adequate reasons a similar application made by Mr. J. States Miller.

#### Other Business:

1. To consider the scope of the examination to be held next October for the Licentiate in Accountancy of McGill University, and to select the date for this examination.
2. To consider whether the School of Commerce should not be allowed to participate in the Arts Faculty appropriation for prizes and exhibitions.
3. To consider the advisability of dispensing from "Summer Readings" such Commerce students as may be required to do special work in Spanish during the vacation.
4. To consider the recommendation made by Dr. Nicholson and Mr. Sugars that Geography, including Physiography, be placed among the matriculation subjects for entrance into the School of Commerce.

Meeting of the Commerce Committee Friday, April 15th,  
at 4 p.m.

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-

214  
4th March, 1921.

The Secretary,  
Commercial Society of McGill University,  
Arts Building.

Dear Madam,

I thank you for your letter of the  
3rd instant inviting me to the dinner your  
Society is holding on the 24th instant at  
which I shall be very pleased to be present.

Ever yours faithfully,

44

# Commercial Society of McGill University

Official Undergraduate Organization of the School of Commerce.

Arts Building,

March 3rd, 1921.

Sir Arthur Currie,  
Principal McGill University,  
Montreal.

Dear Sir:-

We regret that you were unable to be present at our last dinner held on January 24th.

We are now making arrangements to hold another during the week of the 21st instant, and as you expressed a desire to be present with us sometime in March, we are leaving the date open during that week (with the exception of Monday) until we hear what evening would suit you best. The Executive has suggested the 24th instant as the most suitable, if it meets with your plans.

Yours very truly,

*Areta C. Dougall*

Secretary.



in the third and fourth years. To get this Dr. Leacock recommends that advanced mathematics and accountancy should not be compulsory.

Dr. Leacock wishes to be placed on record as considering the subjects of Business Organisation and Industrial Organisation as too inexact and unscientific to be of value. All that is good in them can be conveyed as descriptive material in more scientific courses.

March 3, 1921.

B I L L

An Act respecting certain diplomas from the School of Commercial Studies of McGill University, Montreal.

His Majesty, with the advice and consent of the Legislative Council and of the Legislative Assembly of Quebec, enacts as follows:

1. A diploma of licentiate in accountancy of McGill University, granted in the way hereinafter indicated, confers on its holder, notwithstanding any law to the contrary, the right to become a member of the Association of Accountants in Montreal, or of the Institute of Accountants and Auditors of the Province of Quebec, without passing the examinations generally required and after payment of the usual fees and contributions.

Before the diploma is granted, it must be demonstrated that the student is of the full age of twenty-one years, that he has followed the courses prescribed by the School of Commercial Studies of McGill University for three years, that he has attended as a clerk, during twelve months after leaving the school, the office of one of the members of the association or institute, or of any other accountant and that he has successfully passed the final examination before a jury composed of the Director-Secretary and two professors of the above-mentioned School of Commercial Studies, a member of the association and a member of the institute.

It shall be the duty of the association and of the institute to nominate their delegates on the jury by a resolution which must be transmitted to the Registrar of McGill University as soon as the latter shall have given them notice, a month in advance, by registered mail, of the place, date and hour of the examination.

The consent of three of the members of the jury shall be necessary to pass the student. If, however, the association or the institute, or both, fail to nominate its or their delegates, the consent of two members of the jury shall suffice to pass the student.

The diploma of licentiate in accountancy granted by the school shall be signed by the Principal of McGill University and countersigned by three members of the jury, by the Provincial Secretary, as well as by the Registrar of the University.

2. This act shall come into force on the day of its sanction.

44  
9th March, 1921.

R. M. Sugars, Esq.,  
McGill University,  
Montreal.

Dear Mr. Sugars,

Mr. Roberts, of 604 Drummond Building, Montreal, the head of the Canadian Auto Corporation, has approached me to find out if there is anyone amongst our students graduating in commerce, who would be interested in an opportunity to establish himself with Mr. Roberts in the business of the above mentioned corporation.

Mr. Roberts outlined that his Company had control of a manufacturing plant at Sherbrooke where they proposed to manufacture motor cars and trucks. He gave me to understand that the Company could immediately get the contract for the manufacture of 3500 cars and 2700 trucks for the foreign market.

The legal advisors of the Company in Montreal are Messrs. Perron, Taschereau & Rinfret, while the Montreal Trust Company are acting as financial agents.

Mr. Roberts was very enthusiastic concerning the prospects of the Company.

Will you please give these facts to the graduating class.

Ever yours faithfully,

9th March, 1921.

Dr. Adams,  
McGill University,  
Montreal.

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Will you please give these facts to the graduating class.

Ever yours faithfully,

Copy for the Principal.

February 24th, 1921.

John A. Cooper, Esc.,  
Dominion of Canada Bureau of Information,  
1463 Broadway,  
New York.

Dear Mr. Cooper:-

I have received your interesting communication of February 15th, relative to the question of training men for "Trade Agency in foreign countries."

On examining your outline of subjects I find that your requirements are almost entirely met by our Commerce curriculum under such general headings as:

History of Commerce  
Economic Geography and Commercial Economy  
Economics of Transport  
Business Organization  
Banking and Exchange

In languages we can offer French, Spanish, German and Italian. With regard to Portuguese it does not seem to us necessary to include this language on our programme of studies, since all Portuguese and Brazilian houses are thoroughly conversant with the Spanish language, and since no Portuguese has any difficulty in speaking and understanding Spanish.

At present it would serve no useful purpose to put on courses in Consular Law and Consular Procedure, but we should have no hesitation in doing so in case your proposals should be accepted by the Government, and we were given an assurance that all appointments would be made from qualified University graduates in Commerce.

Our Department of Commerce would be pleased to hear again as soon as any further developments have taken place in this matter.

Yours very truly,



DOMINION OF CANADA BUREAU OF INFORMATION  
1463 BROADWAY  
NEW YORK

February 15, 1921.

General Sir Arthur Currie,  
President, McGill University,  
Montreal, Canada.

My dear General:-

I have been making some suggestions to the Government, as to the appointment of about 100 Canadian Trade Agents in the United States and a similar quota for other countries. There are 93 U.S. Consuls and Trade Agents in Canada but no corresponding Canadians in the United States. We have half dozen Immigration men, four Customs men, a clerk at Washington and two persons here. There are no distinctly trade representatives.

In this connection the question of training men for Trade Agency work has arisen. If Canada embarks on this scheme, she will need three or four hundred young men trained for the United States and other countries. The United States has a system whereby the young men in the Trade and Commerce Department at Washington can take night school training at Georgetown University and in two years acquire a standing which fits them to become American Trade Agents abroad.

An untrained Trade Agent is merely a bill of expense. To be successful abroad he must be a salesman and know the art of salesmanship. He is representing a nation for selling purposes. In addition he must have some ideas of the duties of a Consul because he is sure to have more or less Consular duties.

I enclose you my first draft of a syllabus of training based on information which has been gathered in this country. You will notice that this is a post-graduate course rather than a graduate course. It is technical rather than theoretical.

I do not know the courses at McGill but I should like to know how closely your commercial curriculum comes to covering this ground and also if it would be feasible to have a special course of this kind if the Government decided to train several hundred young men. It would seem that Montreal being a sea-port might be a better place for training than Kingston or Toronto.

Yours sincerely,

*Prof. Sugars*

*W. A. Cooper*

JAC:MS  
enc.

*How well does  
our course provide for this  
W. A. Cooper*

*1712/21*

CIRRICULUM OF TRAINING FOR FOREIGN TRADE  
General Outline of Subjects

Note: Elementary Course of six months night school or six weeks intensive study; advanced course two years of night school or four months intensive course; all students should have first passed Civil Service examination for grading purposes and should have had two years of business experience.

	<u>Subjects</u>	<u>Elementary</u>	<u>Advanced</u>
Group 1.	The Technique of Exporting	1. Sales Practice 2. Document Technique 3. World Distribution of Commodities 4. Consular Procedure 5. Banking & Exchange 6. Interpretation of Statistics	1. Packing for export 2. Foreign Advertising 3. Foreign exchange and banking 4. Ocean transportation 5. Ports and terminal facilities 6. History of commerce 7. Consular Procedure 8. Tariffs and commercial Treaties 9. Export Combinations
	N.B. Not a course in commerce but a post-graduate course in technique of foreign trade.		
Group 2.	Market Studies of Major Commercial areas	1. History ) 2. Government ) United States 3. Geography ) Mexico 4. Transport'n ) West Indies 5. Tariffs )	1. North America 2. South America 3. Europe 4. Africa 5. India 6. Japan & China 7. British
	N. B. Purpose- to fit a man to go to a certain part of the world to sell goods there.		
Group 3.	Language Studies	1. Spanish or French or Portuguese ) May be omitted for agents to United States 2. Public Speaking	Russian, or Italian, or German, or Greek
Group 4.	Canada's Exports Origin and Distribution	1. Lumber 2. Fish 3. Minerals 4. Pulp and Paper 5. Manufactures generally	Distribution of Canadian exports by continents and commercial areas

February 22, 1921.

Capt. Evan J. Edwards,  
H.M. Senior Trade Commissioner in  
Canada & Newfoundland,  
248, St. James Street,  
Montreal.

Dear Capt. Edwards,

I thank you for your letter of the 21st enclosing copy of one from Col. Amery, and also regulations of the School of Commerce in connection with the University College, Nottingham. I think I can give you the assurance that McGill fully appreciates the necessity for keeping the standard of the Commerce degree at the same level as those of the degrees of other Faculties. As a matter of fact we have not yet given the Department of Commerce the status of a Faculty, and shall not do so until we are convinced that the staff in charge will be in keeping with the staff of the Faculty. It must be remembered that the Department of Commerce at McGill is a very young Department, and if we were satisfied with it we would not now be looking for a man to perfect this organization. It was true that I was looking for a qualified Accountant. I may say that I have already got one from Scotland, but it is not my intention to place him at the head of the Department unless he should measure up in every other way. I rather hoped that Amery might help me to find a man, instead of which I have received a little critical advice which is the easiest thing in the world to give. However, I know it was given with the very best of spirit.

I thank you for all the trouble you have taken in this matter.

Ever yours faithfully,

Principal.

All Communications should be addressed to H.M. Senior Trade Commissioner

# DEPARTMENT OF OVERSEAS TRADE

(DEVELOPMENT AND INTELLIGENCE)

OF HIS MAJESTY'S GOVERNMENT,

LONDON.



Cable Address: "BRITCOM."

Telephone: MAIN 2461.

**H.M. SENIOR TRADE COMMISSIONER  
IN CANADA & NEWFOUNDLAND.**

His Majesty's Trade Commissioners are  
also stationed in Canada, at:

TORONTO: 257 Confederation Life Building.

WINNIPEG: 610 Electric Ry. Chambers.

H.M. Trade Commissioners are authorized  
to deal with enquiries regarding  
Trade with India.

248, ST. JAMES STREET,

MONTREAL.

21st February, 1921.

4697/L.520/21.

Gen. Sir Arthur Currie, G.C.M.G., K.C.B., L.L.D.,  
Principal, McGill University,  
Montreal, Que.

My dear Sir Arthur:-

I attach hereto copy of a letter I have just received from Colonel L. S. Amery, M. P., Parliamentary Under-Secretary of State for the Colonies, in reply to a letter I wrote to him regarding the vacant position at McGill University of Professor of Commerce.

I received a cable a few weeks ago on the subject of remuneration, and have already forwarded the information you gave me.

I quite agree with Professor Kirkaldy regarding the necessity for keeping the standard of the Commerce Degree to the same high level as those of the Degrees of the other faculties granted by McGill.

I think this is a matter which should be kept very much in mind, for already in Montreal I have heard comments and discussions on this very point.

Yours sincerely,

CAPTAIN,

H.M. SENIOR TRADE COMMISSIONER  
IN CANADA AND NEWFOUNDLAND.

EJE/LML.

COPY

of letter from:- Lieutenant-Colonel L.S.Amery, M.P.,  
Colonial Office, Downing Street,  
London, S. W. 1.  
to:- Captain Edwards, H.M.Senior Trade  
Commissioner in Canada & Newfoundland,  
248 St.James Street, Montreal, Que.  
dated:- January 29th, 1921.

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Dear Captain Edwards:-

I sent a copy of your despatch about the Professorship of Commerce at McGill to Professor Kirkaldy, Head of the Department of Economics and Commerce at Nottingham University, as I thought he might be able to suggest a good man. He has sent me a criticism of the proposal that the new Professor should necessarily be a qualified accountant. I will give you his own words:

"In my opinion, unless the accountant appointed has some other very special qualifications, this would be a mistake. An accountant at the head of the Department of Commerce would be apt to lay too much stress on the purely commercial side which experience shows is unwise. A man with a Commercial degree should have attained as high a standard of university training as any other graduate. Otherwise this new Degree is apt to be considered of lower standard, and the ordinary University man may treat it a little "Cavalierly". There is, moreover, the point that in business itself, a man with a good all-round training has a broader outlook, and is able to tackle big commercial problems better than a man who has specialised, for instance, on Accounting.

"I am enclosing a copy of our own Regulations together with an Address I gave at the local Chamber of Commerce, explaining our aims, as this will, I think, make the points I have raised fairly clear.

"I hope McGill, in developing the Faculty of Commerce, will decide that this Faculty shall be of as high standard as any of the Arts or Science Faculties, both in its objects and its degrees."

The copies of the Regulations and Address he refers to are enclosed.

Before making any suggestions as to possible candidates for the post, Professor Kirkaldy wants some information regarding the pay.

Yours sincerely,

SIGNED - L. S. AMERY.

44  
Commercial Society of McGill University

Official Undergraduate Organization of the School of Commerce.

Arts Building,  
McGill University,  
Montreal, Jan. 13th, 1921.

Sir Arthur Currie, G.C.M.G., K.C.B., L.L.D.  
Principal, McGill University,  
Montreal.

Dear Sir:-

I am in receipt of your letter of  
the 11th instant, and the date mentioned therein  
will be satisfactory.

I will let you know as early as  
possible the hour at which the dinner is to take  
place, as no definite time has been set yet.

I have the honour to be Sir,

Your obedient servant,

*Areta C. Dougall.*

Secretary.

November  
Twenty-ninth  
1919.

R. M. Sugars Esq.,  
School of Commerce,  
Arts Building.

Dear Mr. Sugars:-

I am enclosing herewith a letter addressed to me by Dean Laird of the School for Teachers, and a memorandum of comment on the same by Dr. Nicholson.

I shall be glad if you will read these letters and return them to me with any comment that you have to make.

Yours very sincerely,

Encls.

Acting Principal.

FINDINGS OF THE COMMITTEE APPOINTED TO INVESTIGATE AND REPORT  
ON CHANGES WHICH PRESENT EXPANSION SEEMS TO RENDER NECESSARY  
IN THE ORGANISATION OF THE SCHOOL OF COMMERCIAL STUDIES.

The needs of the School of Commerce may be expressed under three headings:-

- (a) Co-ordination of our efforts so as to carry out efficiently the work mapped out for each of the three Commerce years.
- (b) Proper provision in other ways for the large number of students who have registered in Commerce this year.
- (c) Institution of measures and of improvements that will make good the position we have won, and which will at the same time meet the demands now made upon us by the people of Canada for the provision of an adequate commercial education.

It appears that the creation of a Faculty of Commerce would be one step in the direction of securing these aims, because:-

1. We should thus have, when called upon to decide important questions, a more closely-knit body than is our present committee and a body more directly in touch with all phases of our work.
2. We should thus place our School in the position its size and importance merits, and give our instructors the same standing as instructors in other departments of the University. (In particular, the title of Professor ought not to be withheld from members of the teaching staff who are exclusively connected with the School of Commerce).
3. We should thus remove the reproach upon the University of being entirely out of sympathy with the commercial, financial, and industrial interests of the country.
4. We should thus place the School in the position which will best enable it to secure the funds necessary for further expansion.

In connection with (b), the second of the three headings given above, especial attention is drawn to the pressing need of:-

1. Lecturers, whose first interests would be identified with those of the School of Commerce.
2. Class-rooms, fitted-up for our special requirements, and belonging exclusively to the School.

With regard to lecturers we have especial cause to be dissatisfied in the case of the English and Mathematical courses. In both these subjects, lectures are sufficiently numerous (twelve hours a week in each) to occupy the whole time of an instructor. Yet the work in both is so divided up that lecturers in the second and third years each receive students about whose capacities and progress they know nothing, a state of things that constitutes a serious bar to efficiency. In Mathematics not only is the work chopped up in the way described, but our First Year students are obliged to take their Mathematical lectures at unreasonable hours ( 5 p.m. on Mondays and Wednesdays, and 9 to 11 a.m. on Saturdays).

With regard to class-room accommodation our situation is nothing short of deplorable. We have not a single room, not even an office, which the School of Commerce can call exclusively its own. To give a particular instance: Since the beginning of the present session Mr. Sandwell has been without a class-room in which to deliver his course on Trade Journals and Trade Reports. In consequence he is unable to make use of the periodicals provided and to be provided for that course. We are also without the special accommodation we require for Accountancy classes and classes in Economic Geography.

All this would seem incredible to any outsider who knows what a modern/

FINDINGS OF THE COMMITTEE APPOINTED TO INVESTIGATE AND REPORT  
ON CHANGES WHICH PRESENT EXPANSION SEEMS TO RENDER NECESSARY  
IN THE ORGANISATION OF THE SCHOOL OF COMMERCIAL STUDIES. (Continued)

- 2 -

modern School of Commerce needs. In Germany, France, England, Belgium, Italy, and America specially equipped buildings have been and are considered as indispensable in a School of Commerce as in a School of Medicine. Nor need we leave Montreal in order to see what is required. For right here in our midst Laval University has, for the housing of its School of Commerce, a magnificent building constructed after German and Belgian models.

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In connection with (c), the third of the headings given above, it should be known that the Canadian Trade Commission has recently made an urgent appeal to the Universities, to help Canada in the hard times now ahead of us by providing an adequate commercial education, particularly on all matters that bear on efficient production and on the opening up of foreign markets. A University committee, composed of members from different Canadian Universities, was named to report on how these ends might be best attained. Our programme of studies was examined and approved by this committee, and its chairman, Dean Ling of Manitoba University, states in his last report that McGill and Laval are expected to take the lead and provide the higher commercial education for the whole Dominion.

All these considerations go to show that McGill cannot afford to neglect the School of Commercial Studies, but must rather consider its efficient organisation as the pressing question of the hour.

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## SCHOOL OF COMMERCIAL STUDIES.

(OPEN TO BOTH MEN AND WOMEN.)

### STAFF OF INSTRUCTION.

DIRECTOR-SECRETARY:—MR. R. M. SUGARS.

ENGLISH.....	ASST. PROFESSOR G. W. LATHAM.
MATHEMATICS.....	{ ASSOCIATE PROF. DAVIES. PROFESSOR HARKNESS.
POLITICAL ECONOMY.....	{ PROFESSOR LEACOCK. DR. HEMMEON.
HISTORY OF COMMERCE.....	MR. B. K. SANDWELL.
FRENCH.....	{ ASSISTANT PROFESSOR MORIN. DR. VILLARD.
GERMAN.....	ASSISTANT PROF. LAMBERT.
COMMERCIAL LAW.....	MR. S. DALE-HARRIS.
ACCOUNTANCY.....	{ MR. R. M. SUGARS. MR. LEWIS BRIMACOMBE.
DRAWING.....	PROFESSOR ARMSTRONG.
SPANISH.....	MR. R. M. SUGARS.
SCIENTIFIC MANAGEMENT AND BUSINESS ORGANIZATION.....	MR. R. M. SUGARS.
CHEMISTRY.....	PROFESSOR EVANS.
INDUSTRIAL CHEMISTRY.....	SPECIAL LECTURERS.
ECONOMIC GEOGRAPHY.....	DR. FRYER.
BANKING.....	?
INSURANCE.....	?
TRADE JOURNALS.....	MR. B. K. SANDWELL.
ECONOMICS OF TRANSPORT.....	DR. FRYER.

The School of Commercial Studies offers:—

1. A systematic course of study, embracing the principal commercial sciences, and designed, with due modifications in each case, to prepare students for different business careers and for the profession of Chartered Accountant.

The course extends over three years, and students who successfully complete it will be granted the Degree of Bachelor of Commerce (B. Com.).

2. Extension Classes, open to anyone—whether engaged in business or not—whose general education and credentials are considered satisfactory to the University.

#### COURSE FOR THE DEGREE OF BACHELOR OF COMMERCE.

Candidates for entrance must qualify by passing either of the following examinations:—

(1) The Matriculation Examination of the University for the B.A. or the B.Sc. Course. French, however, is obligatory.

(2) An examination on the following subjects:—

1. English (two papers).
2. History (one paper).
3. French (two papers, and oral examination).
4. Elementary Mathematics [Algebra and Arithmetic (one paper) and Geometry (one paper)].
5. One of the following: Botany, Chemistry, Physics (one paper).

For particulars of the work in each subject, see pages 51 to 60. No student will be admitted who has not passed in all the subjects.

The Course of Instruction is as follows:—

#### FIRST YEAR.

1. English (3 hours).
2. Mathematics (4 hours).
3. French (4 hours).
4. Economic Geography (1 hour).
5. Accountancy (3 hours).
6. Political Economy (1 hour).
7. General History (2 hours).
8. Drawing (2 hours).
9. Physics.

#### SECOND YEAR.

1. English (3 hours).
2. Mathematics (4 hours).
3. French (4 hours).
4. Economic Geography (1 hour).
5. History of Commerce (1 hour).
6. Accountancy (3 hours).
7. Commercial Law (2 hours).
8. Commercial Organization (1 hour).
9. Chemistry (2 hours before Christmas).
10. Economics (1 hour).

## THIRD YEAR.

(a) *Obligatory Subjects.*

1. English (3 hours).
2. Mathematics (2 hours).
3. French (4 hours).
4. Economics (1 hour).

(b) *Optional Groups.*

(The student must select one of the following groups.)

## 1. ACCOUNTANCY.

- (a) Theoretical Work, Problems and Exercises in Accountancy and Auditing (3 hours).
- 8 X (b) Laboratory Work in Accountancy and Auditing (2 hours).
- (c) Industrial Organization (1 hour).

## 2. MANUFACTURING.

- (a) Industrial Organization (1 hour).
- (b) Technical Work and Shop Work (2 hours).
- (c) Machine Drawing (1 hour).
- (d) Cost Accounting (equivalent to 1 hour).
- (e) Industrial Chemistry (equivalent to 1 hour).

## 3. BANKING, INSURANCE, FINANCE.

- 2 X (a) A selection of two or more courses in Advanced Economics (equivalent to 4 hours).
  - about 7 X (b) A special course in Banking (1 hour) or  
" " 7 X A special course in Insurance (1 hour).
  - 9 X (c) Investments (equivalent to half-an-hour). -
  - " " 8 X (d) Insurance Accounts, or Bank Accounts (equivalent to half-an-hour).
- To 5  
p. 26

## 4. TRADE AND COMMERCE.

- (a) A second modern foreign language:
  - (1) German (4 hours) or
  - (2) Spanish (4 hours).
- (b) Economics of Transport (1 hour).
- (c) Trade Returns and Trade Journals (1 hour).

To obtain the diploma of Licentiate in Accountancy, which carries with it right of entrance into the Association of Accountants in Montreal (Chartered Accountants), or into the Institute of Accountants and Auditors of the Province of Quebec, the student must satisfy the following conditions:

- (a) He must pass all the examinations required for, and leading up to, the Degree of Bachelor of Commerce.
- (b) He must pursue the course of studies prescribed in this programme for Accountancy students.
- (c) He must comply with all ordinances regulating the practical work to be done by students during the vacation.
- (d) He must spend at least one year, subsequent to his obtaining the Degree of Bachelor of Commerce, in the office of a practising accountant.
- (e) He must then pass successfully a Final Examination in Accountancy and Auditing before a board of five examiners, composed as follows: the Director-Secretary of the School of Commercial Studies, two Professors of McGill University, a member of the Association of Accountants in Montreal, and a member of the Institute of Accountants and Auditors of the Province of Quebec; or before a board composed of four examiners, in case either of the Associations mentioned fails, after due notice, to nominate its delegate; or before a board composed of three examiners, in case each of the Associations mentioned fails to nominate its delegate.

#### POLICY OF THE SCHOOL.

In all subjects the work will be, as far as possible, of a practical nature. Thus the English courses will include a drilling in letter-writing, precis-writing, and the preparation of reports. The French, German and Spanish courses will aim at imparting facility in speaking as well as in writing, and will consider the special phraseology employed in business correspondence. The mathematical and scientific courses will deal in the fullest manner with applications to industry, commerce, and finance. In the lectures on History, Political Economy, and Commercial Law, the aim will be in the first case to trace the growth and development of modern ideas and institutions; next, to impart a knowledge of those general economic principles which are necessary to a full understanding of other subjects; in the third instance, to give the student such an acquaintance with the law as may be of real service in everyday business transactions. Finally, in Accountancy, the conditions and methods imposed by the increasing complexity of commercial, industrial and financial organizations will be considered in detail.

At the same time it will be among the chief concerns of the School of Commerce to accustom the student to the exercise of independent thought on all subjects, and particularly on those related to industry, commerce, and finance. To this end he will be expected from time to time to analyse his mental attitude towards each subject, to note the bearings of each on all other subjects, and to embody the results of his analysis in an essay or essays. These methods will compel him to call

into play his independent judgment, and will thus assist in developing those qualities of adaptability, self-reliance, and resourcefulness that make for leadership.

#### FEE FOR COURSE.

The sessional fee is that of the Arts course, namely \$58.00. At the request of the students themselves, and by the authority of Corporation, an additional fee of \$10.00 will be exacted for the support of the Literary Society, the Undergraduates' Society, the Canadian Club, the Union, the "McGill Daily," and Athletics.

#### COURSES OF LECTURES.

##### English.

The fundamental purpose of the course in English is to train students to deal with such problems of expression as arise in commercial life. Considerable attention will be given to business correspondence and other forms of commercial writing. The interests of students, however, are best served, even for these special purposes, by a more general training in English. These courses will therefore include practice in various kinds of writing, as well as some study of modern English literature. As far as possible the writing prescribed for students will be related to the work they are doing in other classes.

The following is a brief outline of the work :—

##### FIRST YEAR.

Informal lectures on various aspects of English Composition, e.g., choice of words, sentence-structure, punctuation, selection and arrangement of material; letter-writing and business correspondence; discussions of a few representative works of modern English.

##### SECOND YEAR.

Continuation of work of the first year, Writing of reports; study of contracts and other commercial documents; essays dealing with the subject-matter of courses on Business Organization, Economics, History of Commerce.

##### THIRD YEAR.

In this year the student, while continuing the work begun in the first year and carried on into the second, will be further required to write a series of essays involving research work.

##### French.

The study of French will be first approached from the literary side, both in order to increase its value to the student as an element of culture

and in order to afford a sufficient back-ground for the commercial studies which are to come later. These commercial studies will begin in the second year and will comprise about half of the work done in that year. In the third year the work will be almost entirely of a commercial character.

The following is a synopsis of the work:—

#### FIRST YEAR.

The student will have a choice between:

- (a) The Advanced Arts Course in French, as indicated on page 130; and
- (b) The Ordinary Arts Course in French (see page 130) strengthened by tutorial class work.

#### SECOND YEAR.

In this year the work will be divided into two sections:—

- I. A selected Arts course. (See page 131).
- II. Work of a commercial nature, embracing:

Commercial Correspondence:—Letters of introduction, offers of services, inquiries, acceptance of offers, execution of orders, circulars, invoices and account sales; study of trade reports and commercial documents; study of contracts.—Bills of sale, mortgage deeds, bills of lading, charter-party, insurance contracts.

#### THIRD YEAR.

During this year one hour a week will be devoted to a study of modern French literature. The remaining 3 hours will be taken up with commercial work, which may be conveniently divided into:

- (a) Commercial Correspondence, study of trade reports, etc., in continuation of work begun in the second year; and (b) Colloquial French.

(The text-book to be used for this part will be P. Clerget, *Manuel d'économie commerciale.*)

9 X  
9- X  
The students will be called upon to take part in discussions, which will follow addresses to be delivered by French speakers on commercial and industrial subjects. Visits, too, will be organized to French commercial and industrial establishments, and all explanations during these visits will be given in the French language.

Class instruction in the three years will be given in French.

### Spanish.

The work in Spanish will be divided into three sections:—

- (1) A course in grammar, reading and composition, with the use of prescribed books;
- (2) A course in commercial correspondence;
- (3) A general business course, comprising a study of a number of commercial documents and legal instruments.

### Mathematics.

#### FIRST YEAR.

In this year the work will be that prescribed for First Year Arts students and will afford a sound training in general mathematics.

#### SECOND YEAR.

The second year work will be divided into two portions, as follows:

- I. Commercial Mathematics, embracing:—  
contracted methods of multiplication and division; use of the slide rule; use of logarithms; general theory of interest and discount; annuities; the amortisation of bonds.
- II. Analytical Geometry with special reference to graphic methods.

#### THIRD YEAR.

This year will be devoted to a study of the principles of the infinitesimal calculus and its application to the work of the two preceding years.

This three-year course in mathematics will provide an excellent basis or starting-point for those who wish to study actuarial science and enter the actuarial profession.

### Accountancy.

The accountancy work has been carefully graduated and correlated, and is intended not merely to fulfil its part in a general scientific business training but also to prepare and assist those who purpose taking up accountancy as a profession.

No previous knowledge of bookkeeping is assumed or required; the subject is developed rapidly along the lines that prevail in practice.

#### FIRST YEAR.

The following plan will give a good indication of the ground covered in this year:—

The principle of debit and credit; books of original record, how they should be kept, and how utilized; documents employed in connection with them; sales, purchases, consignments, and how to handle them; returns inwards and returns outwards; subsidiary ledgers, and controlling

accounts to represent them in the general ledger; special forms of cash-book required to facilitate such control; notes and drafts, discounting and renewal of notes, and the proper methods of treating these operations in the accounts; single entry, how to change to double entry, and vice versa; distinction between revenue and capital expenditure; income statement and balance sheet; single proprietorships and partnerships.

The student will be required to sift and classify his detail, write up all the books of record and account mentioned, and focus results of the various transactions or operations into the final statements.

#### SECOND YEAR.

The subject matter for this year will be as follows:—

Special Problems that occur in connection with Partnerships:—The deed of partnership; rights of partners; effects of dissolution; methods of distributing profits; the bringing in of other partners; goodwill; transformation of a firm into a corporation; Departmental Accounts: Organisation and records required; sectional balancing of ledgers and systems of internal check; analysis of expenses; distribution of expenses over departments; results in each department; comparison of these results with those shown in other periods; Manufacturing accounts: the elements of cost accounting; records to take care of purchases; the voucher system; depreciation and methods of providing for it; allowances and reserves; sinking funds.

#### THIRD YEAR.

The work of the third year will embrace:—

(a) Theory of the Balance Sheet: Its form and elements; valuation of these elements; comparative balance sheets; double account system of balance sheet; the income statement.

(b) Corporation Finance: Development of the corporation; status and interior organization of the corporation; how to incorporate; promotion and underwriting; stock and bond issues; temporary loans; initial operations; earnings and their disposition; secret reserves; betterments; surplus; control exercised by directors and majority stockholders; its abuse; consolidations; insolvency and receiverships; re-organizations; different bases of capitalization.

Problems connected with Stock and Bond Issues: bonus stock; treasury stock; watered stock; discount and premium on bond issues.

(c) Branches, Consolidations, Mergers: Accounts of head-office and of branches; consolidated statements and balance sheets; control of stock and bond issues; minority holdings; advances to subsidiaries; inter-company profit; capital assets and capital liabilities; initial surplus and goodwill.

(d) Cost Accounting: General considerations, the advantages of a costs system; the control of stores, purchasing and issuing, the running inventory; quality, remuneration, and control of labour; overhead expenses

or "burden," methods of distributing it and their limitations; waste and leakage in factories; idle time; calculation of machine rates; connection of costs records with general accounts.

(e) Accounting in Insurance Companies: Sources of income; expenditures to be incurred; registers and their uses; control of agents; reserve and its constitution; sources of profit; presentation of accounts; indications of strength or of weakness.

(f) Bank Accounts: Classification of operations; sources of entries in books; registers, diaries, ledgers; correlation of departments; cash journal or daily summary; published accounts.

(g) Municipal Accounts: Principles involved; current methods of reporting statistics; inadequacy of these methods; methods now recommended; sources of revenue; estimated revenue; appropriations; balances; various forms of municipal debt; municipal bonds; contract and order liabilities; sinking-funds; form of balance sheet recommended.

(h) Insolvency Accounts: Various schedules adopted; statement of affairs; realisation and deficiency account; deficiency statement.

(i) Trustees' Accounts: Executorships and administratorships; accrued claims; accrued expenses; corpus and income.

(j) Peculiarities in the form of accounts required in other undertakings will also be dealt with.

(k) Auditing: General principles applicable to all undertakings; special considerations applicable to particular concerns; laboratory practice in auditing.

### Economics.

#### FIRST YEAR.

Elementary Economics:—A discussion of the elementary principles of Economics, including an analysis of the production, exchange, distribution and use of wealth.

#### SECOND YEAR.

Industrial History:—An account of the development of industrial organisation since the Industrial Revolution for the purpose of showing the extent and manner of the changes in organisation during and since the 19th century. Particular attention will be directed to the changed and changing relations between capital and labour and the problems connected therewith.

#### THIRD YEAR.

Economic Institutions:—A description of the principal economic institutions, such as capitalists' associations, trade unions, railways, banks, etc., with particular reference to Canadian conditions.

### Business Organisation and Scientific Management.

A course of lectures extending over the second and third years and dealing with the following subject-matter:

I. Commercial Organisation: Development of organisation; study of markets; organization of an export business; sources of information; consular service; fundamental principles of banking and exchange; study of the various problems connected with distribution; the purchasing department; the sales department; the credit department; the traffic department; advertising; organisation of accounts; preparation of periodical reports.

II. Industrial Organisation: The launching of an industrial enterprise; the planning of a factory; departmental functions; the purchase and control of raw materials; labour, and its control; wage systems; welfare work; power and its transmission; the reorganisation of a factory; the committee system; the location of industries; principles of management; types of management; departmental relations; standardisation and equipment; standardised operations; written standard-practice instructions; adequate records; efficiency rewards.

The student will be required to write in idiomatic English a summary of each lecture.

### Economic Geography.

Course extending over the first two years.

#### General.

The solar system; epochs in the history of the earth; divisions of the surface of the earth into land and water; notions of geology; effect of the sun's heat and rays; effect of altitude; effects of moisture, temperature, and winds; movements of the sea; the great ocean currents; mankind, the different races and their characteristics; distribution of natural products; centres of population, and reasons why they have developed; trade; chief commercial products, their production, and distribution; chief traffic movements.

#### Canada.

General configuration of Canada,—mountains, seas, lakes, rivers; climatic conditions; natural products of Canada,—products of agriculture and the farm, products of the mine, products of the sea and rivers; population centres, their history and growth.

#### Canadian Products:—

- (1) For home consumption: (a) to satisfy the needs of the population, (b) as raw materials in industry; location of the important industries, reasons for such location; markets available; means of distribution, roads, canals, rivers, railroads; cost of distribution; possible improvement and development of established industries; creation of new industries and markets.

- (2) For exportation: (a) raw materials, (b) manufactured products,—to what countries exported, and how used in those countries.

General study of Foreign Markets:—distance, climate, population; habits; credit; currency; stability of government; customs tariff; competition; transport facilities.

Importation:—

Products imported; from what countries imported; for what purposes employed,—(a) for direct consumption, (b) as raw material for industry; special reference to raw materials exported from Canada that come back in the form of manufactures.

#### Economics of Transport.

This course deals with the following subject-matter:

Water Transportation: Ocean shipping; services, rates, and organisation; shipping and navigation policies of the leading commercial nations; lake, river, and canal transportation in Canada and the United States.

Railway Traffic: Organisation and service of the traffic department; systems of rates; traffic problems, such as car service, demurrage, and claims; legislative regulation of operations.

#### Trade Returns and Trade Journals.

This study will include an analysis of Board of Trade returns, consular reports, and other sources of information on trade and commerce.

#### Investments.

A course of lectures dealing with: The nature and variety of securities; government stocks and bonds; municipal bonds; railroad securities; corporation stock and bond issues; real estate mortgages; analysis of financial reports; tests of investments; care of investments; the Stock Exchange market; investment by banks, trust companies, and insurance companies.

#### History of Commerce.

A review of the history of commerce from the dawn of civilisation to modern times, tracing the influence of physical, economic, political, and technical factors in its development.

#### Drawing.

##### FIRST YEAR.

Outline of course:—

A training of the student to handle the pencil freely in making sketches or simple drawings of things; the execution of sketch plans and side and

end elevations, properly arranged in relation to one another so as to display parts and proportions; instruction in dimensioning; exercises in geometrical drawing, the making to scale of ruled drawings, drawings by the method of perspective projection commonly in use among architects; practice in making diagram drawings, descriptive of general arrangements and of mechanical actions and appliances; instruction in tracing, transferring and blue-printing; practice in simple types of freehand lettering, especially such lettering as might be found useful in office work; an introductory study of architecture, including simple exercises in the building and construction of floors, partitions, etc., with a consideration of the principles of good taste, in the matter of proportion and execution, as applied to doors, windows, office furniture, etc.; a study of general principles in art, with special reference to form, colour harmony, and ornament. Exercises in simple design.

#### THIRD YEAR.

Special course in the third year for students interested in manufacturing.

This course is intended as an introduction to the principles of machine construction. The student will be shown the different methods in which machinery may be arranged, the relative efficiency of each method, and the various structural and other conditions that must be provided for. The work will include an intelligent sketching of machinery and mechanism in the workshops—the Machine shop, the Patternmaking and Carpentry shop, the Smithy, and the Foundry, and in the mechanical and electrical laboratories of the Science Faculty.

#### Banking.

A course of special lectures on banking practice for Third Year students.

#### Insurance.

A course of special lectures on Insurance for Third Year students.

#### Technical Shop Work.

A course, or part of a course, given in the Department of Mechanical Engineering, and consisting of:

- (a) work in joinery shop for one afternoon a week during the first term;
- (b) work in smithy, foundry, or machine shop (selection to be at the discretion of the Department) for one afternoon a week during the second term.

#### Materials of Construction.

A course of one hour a week during the session, given in connection with the Civil Engineering Department.

### Metallurgy.

A course of 2 hours a week during the first term, given in connection with the Department of Metallurgy.

#### Visits to Typical Industries.

From 8 to 10 visits will be made during the session to typical industries. Such visits will be under the guidance of a competent demonstrator, and may, in each instance, if deemed advisable, be preceded by an explanatory lecture.

#### EXTENSION CLASSES.

The Extension Classes are open to the public, no examination test being required. They embrace (a) subjects that form a part of the curriculum, and (b) subjects that lie outside this curriculum. At the conclusion of each session written examinations will be held, and special certificates will be awarded to successful students.

Civil Service students and those preparing for the examinations held in connection with the Institute of Secretaries, London, England, and with the Association of Accountants, Montreal, will find some of these classes especially useful. The programme of classes, as organized for 1919-20, together with the scale of fees, hours of lecture, etc., is as follows:—

#### (A) SUBJECTS THAT ENTER INTO THE DIPLOMA CURRICULUM.

##### Chemistry.

###### A. The Chemistry of Everyday Things.

A course of about 20 lectures, dealing in a simple way with the chemistry of air, water, fuels, foods, metals, etc., and designed to bring out the fundamental principles involved in the more important chemical processes that are carried out in the home and in chemical works.

The lectures will be profusely illustrated by specimens, experiments, lantern slides, and diagrams.

Wednesdays and Fridays, at 7.30 p.m.

Fee for the course, \$5.  
Professor Evans.

###### B. Industrial Chemistry.

A course of 25 lectures, given after the Christmas holidays, on the important industrial processes involving chemistry. Only those processes which are represented in Canada will be discussed.

These lectures will be given by a number of chemists and engineers, each an expert in the subject on which he will lecture, and they will not necessitate, for their proper comprehension, any special knowledge of chemistry on the part of the student.

The planning and arrangement of the course has been placed in the hands of Mr. C. R. Hazen, M.Sc., of the firm of Milton Hersey & Co.,

and its scope and importance will be indicated by the outline, given below, of the work covered last session.

Wednesdays and Fridays at 7.30 p.m.

Fee for the course, \$5.

Outline of course given in the session of 1918-19:

- 1.—Water, its industrial uses and purification..... C. Hazen.
- 2.—Apparatus & Machinery used in the chemical industries.... Dr. Bates.
- 3.—Solid Fuel Coal, ash & peats, powdered coal..... Dr. Porter.
- 4.—Liquid Fuel, crude petroleum and its products..... Dr. Porter.
- 5.—Sugar..... C. F. Bordarf.
- 6.—Lead and its alloys..... H. Roast.
- 7.—Iron..... G. W. Dauncey.
- 8.—Steel..... " "
- 9.—Fats & Oils, their origin, composition and uses  
as foods, etc..... Dr. R. F. Ruttan.
- 10.—Leather Tanning..... T. A. Faust.
- 11.—Dyes & Dyeing..... W. R. Allen.
- 12.—Ethyl Alcohol and Distilling..... G. M. Appell.
- 13.—Pulp..... J. N. Stephanson
- 14.—Paper..... " "
- 15.—Sulphuric, nitric acid and atmospheric..... Dr. R. McLean.
- 16.—Explosives..... " "
- 17.—Starch Dextrine & Glucose..... Dr. R. F. Ruttan.
- 18.—Portland Cement..... C. A. Tagge.
- 19.—Glass..... Percy Cole.
- 20.—Fertilizers and Glue..... C. Hazen.
- 21.—Paints and Colors..... Geo. M. Edwards.
- 22.—Varnishes..... " "
- 23.—Electro Metallurgy..... Dr. A. Stansfield.
- 24.—Coal Gas..... R. Kennedy.
- 25.—Ethyl Alcohol and its Products..... H. C. Shuck.
- 26.—Distillation of Wood and its Products..... C. Hazen.
- 27.—Textiles.....

#### Spanish.

A course of 40 lectures, intended for beginners.

With the aid of a suitable grammar and text-books, the student will be first taught to read in Spanish and to translate, with a view to his acquiring a correct pronunciation and a vocabulary. When the latter is deemed sufficient for the purpose, conversational practice will be introduced on current topics or on the subject-matter of the text-books.

It is hardly necessary to dwell on the advantages a knowledge of Spanish would possess for those who may be called upon to enter into business relations with Spanish America.

Mondays and Wednesdays, at 8-15 p.m.

Fee for the course, \$10.

Mr. Sugars.

### Commercial Law.

A course of 25 lectures on the general principles of commercial law, specially designed to render service to the business man, banker, and accountant in their everyday transactions, and to help students who may be preparing for any of the examinations held in connection with the Association of Accountants in the Province of Quebec.

The subject is taken up from a practical point of view, with illustrations from actual cases, and the lectures deal with the questions that are likely to arise in the ordinary course of business.

The matter treated is as follows:—Persons and their capacity to contract—minors, married women, and other persons whose capacity is limited; the different kinds of property; the general principles of contracts; payment, and other methods in which debts are extinguished; the sale of goods; the lease and hire of property; the lease and hire of services; building contracts; carriers by land and water; agency; hypothec; pledge; contracts of guarantee; bills of exchange and other negotiable instruments; partnership; corporations; banking; rights of creditors over a debtor's property; privileges; insolvency law.

Each lecture lasts an hour and a half, and is complete in itself. The course is open to the public, both men and women.  
Tuesdays, at 7.45 p.m.

Fee for the course, \$10.  
Mr. Dale Harris.

### (B) SUBJECTS OUTSIDE THE DIPLOMA CURRICULUM.

#### Political Economy.

A course of 25 lectures, especially intended to meet the needs of candidates studying for the final examination of the Association of Chartered Accountants, candidates for the Civil Service Examination, Division B, junior clerks in banks, and other persons interested in the subject from a practical standpoint.

The following subdivisions will indicate broadly the subject-matter dealt with in these lectures:—

Wealth and its productions; the theory of value; the theory of monopoly price; money; index numbers and the rise in the cost of living; international trade and the foreign exchanges; free trade and protection; distribution—rent, wages, interest, profits and the theory of population; taxation and public finance; social legislation and socialism; the economic aspect of the war.

Thursdays, at 7.30 p.m.

Fee for the course, \$5.  
Professor Leacock.

#### Algebra.

A course of 25 lectures, which will be found especially useful by Civil Service candidates and by those who desire to pass the examinations

held in connection with the Association of Chartered Accountants. A number of lectures will be devoted to higher arithmetic problems.

Thursdays, at 8.30 p.m.

Fee for the course, \$5.00.  
Associate Professor Davies.

#### English Composition and Business Correspondence.

A course of 25 double lectures on the general principles of English Composition with especial reference to commercial correspondence, and other kinds of writing that are likely to be servicable in business life. Such topics as mastery of English idioms, the increasing of one's vocabulary, sentence-structure, clearness and force will be discussed. There will be frequent opportunities for practice in writing.

Students in Accountancy offices and those intending to take up secretarial work should derive great benefit from this course.

Friday evenings, from 7.30 to 9.30

Fee for the course, \$10.  
Assistant Professor Latham.

#### Elementary Accountancy.

A series of lectures to be given three times a week, and dealing with the subject-matter outlined on page 156 for First Year Commerce students.

This course is intended for students preparing for the Intermediate Examination held in connection with the Association of Accountants in Montreal, and will be found especially useful by anyone desirous of laying a solid groundwork in Accountancy.

Mondays, from 7.30 to 8.30 p.m., and Wednesdays from 7.30 to 9.30 p.m.

Fee for the course, \$10.  
Mr. Brimacombe.

#### Higher Accountancy.

A course of 20 lectures, dealing with the following subject matter:—

Business Organization and Corporation Finance: The classification of business enterprises; the development of the corporation; different corporation securities, their nature and uses; premium and discount on bonds; the amortization of bonds; promotion; underwriting; bonus stock; treasury stock; watered stock; the stock market; extensions and reorganizations.

Theory of the Balance Sheet: Capital assets; fixed assets; intangible assets; permanent investments; investment of reserves; working assets; current assets; capital stock; fixed liabilities; bonds and mortgages; contingent liabilities; current liabilities; profits; surplus and reserves; secret reserves; the sinking fund; comparative balance sheets; the consolidated balance sheets.

Manufacturing Accounts: General considerations; the advantages of a costs system; the control of stores; purchasing and issuing, the running inventory; quality, remuneration, and control of labour; overhead expenses or "burden," methods of distributing it and their limitations; waste and leakage in factories; idle time; calculation of machine rates; connection of costs records with general accounts, special records required, the voucher system; accounts of trusteeships and executorships; accounts of municipalities.

Wednesdays at 7.15 p.m.

Fee for the course, \$10.00.

#### Literature.

French novelists from 1830 to 1914, covering the periods of Romanticism, Realism, and the return to Idealism, as illustrated in leading writers of contemporary fiction. The lectures will be critical, rather than biographical. The works of Brunetière, André Le Breton, and Saintsbury will be used in connection with this course. One lecture a week throughout the session.

Fridays at 5 p.m.

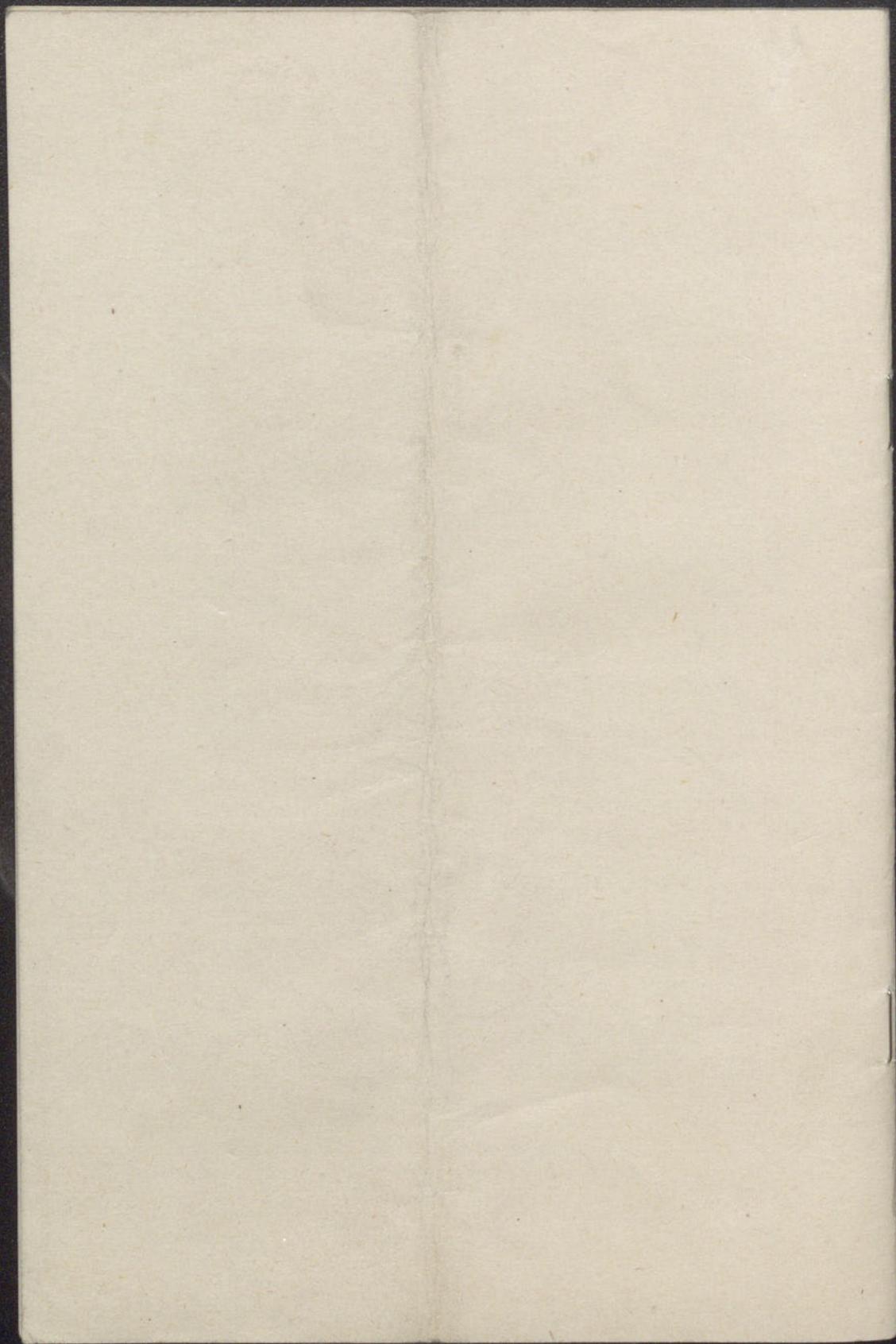
Fee for the course, \$5.00.

Professor Lafleur.

#### Payment of Fees for Extension Courses.

Fees for Extension Classes should be paid at the Bursar's office before the session begins. For the convenience, however, of those who may be unable to get to the University during business hours, a person authorized to collect the fees will attend at the lecture hall about the beginning of the course. All fees must be paid by the evening of the third lecture, and in no case shall any fee be returned.

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# Commercial Society of McGill University

Official Undergraduate Organization of the School of Commerce.

January 17th, 1921.

Sir Arthur Currie, C.G.M.C., K.C.B., L.L.D.,  
Principal McGill University,  
Montreal.

Dear Sir:-

The Commercial Society Supper will be held in the Union on Monday evening, January 24th, at 7.30 o'clock.

I have the honour to be Sir,

Your obedient servant,

*Areta C. Dougall*  
Secretary.

44  
January  
Ninth  
1921.

Miss Greta E. Dougall,  
Secretary, Commercial Society,  
McGill University,  
Montreal.

Dear Miss Dougall:-

I beg to acknowledge receipt of your letter of the 1st instant, inviting the Principal to attend a meeting of your Society which will take the form of a supper, and asking him to name a date.

The Principal would be very pleased to attend such a meeting on the evening of the 24th of this month, if that date would be satisfactory to the members of your Society.

Yours very sincerely,

Principal's Secretary.

# Commercial Society of McGill University

Official Undergraduate Organization of the School of Commerce.

Arts Building,  
McGill University,  
January 1st, 1921.

Sir Arthur Currie, G.C.M.G., K.C.B., L.L.D.,  
Principal, McGill University,  
Montreal.

Dear Sir:-

We are arranging to have a Commercial Society Meeting which will take the form of a supper and regular meeting, and we would greatly appreciate it if you could arrange to be present.

As no plans have been made yet, would you kindly let us know the earliest date that would be convenient for you to attend?

Thanking you in anticipation of an early reply, I have the honor to be Sir,

Your obedient servant,

Greta E. Dougall  
Per M.

Secretary.

24th Jan.

44  
November  
Twenty-fifth  
1920.

Miss Greta E. Dougall,  
Secretary, Commercial Society,  
Arts Building.

Dear Miss Dougall:-

I beg to acknowledge the receipt of your letter of the 24th instant, in which you have done me the honour of asking me to address the Commercial Society of McGill University, next Tuesday evening, the 30th of November.

I regret that it will not be possible to meet your members on that occasion, because I shall be in Boston next Monday and shall return to Montreal late Tuesday night.

I thank you for this invitation and would like very much to go on some future occasion, but I wish you would let the matter stand until after the New Year.

With all good wishes, and congratulating you on your endeavour to bring before the public the growing importance of the Commerce Department,

I am,

Ever yours faithfully,

Principal.

# Commercial Society of McGill University

Official Undergraduate Organization of the School of Commerce.

Arts Building,  
McGill University,  
Montreal.  
November 24th, 1920.

Sir Arthur Currie, G.C.M.G., K.C.B., LL.D.,  
Principal McGill University,  
Montreal.

Sir:-

We would deem it a great honour if you, as Principal of McGill, could arrange to address our Society next Tuesday evening, the 30th instant.

The Commercial Society is the official undergraduate organization of the School of Commerce, and as such we wish to make it the most flourishing club in the University. Our aims are to bring the student body into close contact with each other and to arouse a greater interest in the course by the study and discussion of relative matter which will be both interesting and educational. We have endeavoured in the past to carry out these aims, and have had outside speakers address our Society at the different meetings. In this way we are gradually bringing before the public the growing importance of Faculties of Commerce.

It is the desire of the Executive to introduce the Commerce students to the Principal of their University at the first opportunity, and we sincerely hope that you will be able to render us this favor. If you will be unable to attend will you kindly let me know when it will be convenient for you to do so.

I have the honour to be Sir,

Your obedient servant,

*Areta E. Dougall*

Secretary.

McGILL UNIVERSITY  
MONTREAL.

FACULTY OF ARTS.  
OFFICE OF THE DEAN.

September 1, 1920.

General Sir Arthur Currie, G.C.M.G., etc.,  
Principal, McGill University.

Dear General Currie,

As requested, I enclose copy of  
the Petition of the students of the School of Commerce  
sent to the Faculty of Arts last March.

Yours very truly,

*H. D. Field*

Encl.

Secretary to the Dean

McGILL UNIVERSITY

MONTREAL.

FACULTY OF ARTS.

OFFICE OF THE DEAN.

August 27, 1920.

General Sir Arthur Currie, G.C.M.G., etc.,  
Principal, McGill University.

Dear General Currie,

Enclosed please find the Petition from the students of the School of Commerce which you asked me to let you see.

I also enclose a copy of a statement in regard to the School of Commerce, which I made for the files of the Faculty of Arts last session; and a report on the Arts Building which may be of interest to you. The original of this report should be on file in your own office.

Please return all of these to me as soon as you have finished with them, as they are the only copies I have in this office. If you wish, I can make copies of them for you.

Yours very truly,

Encls.3

*H. D. Field*

Secretary to the Dean

COPY

McGill University,  
31st March, 1920.

TO:  
Committee on Commercial Studies,  
Faculty of Arts,  
McGill University.

Gentlemen:-

In pursuance of resolution adopted at a general meeting of the COMMERCIAL SOCIETY held February 25th, we the undersigned, for and on behalf of the Society, have the honor to submit for your consideration the following points respecting the course as offered in the McGill School of Commerce.

GENERAL CONSIDERATIONS:

1. Faculty of Commerce.  
It was further resolved at the meeting above referred to, that in respect of any criticism which the Society might submit "the report in whatever form it take urge the necessity of the establishment of a separate Faculty of Commerce." While realizing the difficulties that present themselves in this regard we do urge that any steps possible be taken toward the fulfilment of this object."
2. Courses as outlined in Calendar.  
It is essential that the courses as outlined in the Calendar be followed more closely. We realize that the School has during the past session been contending with a situation quite unforeseen last year. Nevertheless do we submit that in every Year, and in many of the subjects assigned to each year, little attempt has been made to provide a course of study such as that outlined in the Official Calendar of the University. More especially is this applicable to the group options of the final year.





industrial and commercial economics, dealing especially with money, labour, taxation and industrial life.

3.  
Drawing,  
Metallurgy,  
Materials of  
Construction.

We submit that these courses are useless and should be stricken off the curriculum.

4.  
Commercial  
Law.

This course, though an excellent one, caters too much to the interests of those permanently resident in the Province of Quebec. We would recommend that it be extended and that more time be devoted to the study of commercial documents.

5.  
Mathematics.

We are of the opinion that this course not only attempts to include much higher mathematics than is necessary, but also neglects to consider adequately the commercial aspect of mathematics. We do not think that analytical geometry and calculus should be compulsory subjects.

6.  
English.

We would recommend that a clear cut distinction be made in all three years between so-called "cultural" and business English. A suitable amount of time should be apportioned to each Department. We would suggest that cultural English be predominant at the beginning of the three year course and business English towards the end.

7.  
Modern  
Languages.

(a) FRENCH:

There is no doubt whatever of the vital importance of French to those intending to enter commercial careers in Canada. The course as given at present is excellent, but one suggestion however appears to us practical.- The two hours per week at present devoted in First Year to the study of Syntax might instead be applied to the study of Elementary Commercial French.

(b) SPANISH:

To Foreign Trade students - and more especially to those who intend to study South American conditions - Spanish is undoubtedly useful. To acquire, however, even a working knowledge of the language it should be included (for those interested) as part of the course in ALL THREE YEARS.

COURSES THAT MIGHT BE ADDED:

Considering the Course as a whole we cannot but note its incompleteness. The purpose of the School, viz., to impart a general commercial education, is not being attained. Much information that is absolutely indispensable to a commercial man is not being furnished. Such subjects as the Stock Exchange, Foreign Exchange, Principles of Banking and Insurance, Taxes and especially the Income Tax, are of too great importance for a knowledge of them to be left to chance. We would therefore submit that the sufficiency of the present curriculum be carefully examined and the necessary additions made with a view to properly rounding out the studies of our Course.

DISCUSSION:

In conclusion may we ask that in order that the whole question of the Course may be arranged to the best interests of all concerned A SPECIALLY SELECTED COMMITTEE OF STUDENTS SHOULD WAIT ON THE FACULTY and with them discuss matters arising out of this report and other considerations affecting the policy of the School.

Accept, Sirs, our assurance that it is with the utmost respect that the above is submitted for your consideration.

YEAR REPRESENTATIVES:

...(Sgd.) Alan M. Badian...  
Commerce '20

...(Sgd.) P.R. Laffoley...  
Commerce '21

...(Sgd.) A.L. Phillips....  
Commerce '22

...(Sgd.) M. Levitt.....  
President Commercial Society  
1919-20

...(Sgd.) Robt. S. O'Meara...  
President Commercial Society  
1920-21

*Annand Course*

Montreal, April 17, 1920

A.P.S. Glassco, Esq.  
Bursar of McGill University.

Dear Mr. Glassco:

The following notes and suggestions bear upon the annexed programme of hours of instruction:

ACCOUNTANCY

The 9 hours work set down for Mr. Brimacombe consist of 6 hours of regular Commerce work and 3 hours of Extension work. The latter, however, will only last for 20 weeks. Last year Mr. Brimacombe gave 8 hours to the regular Commerce work and 3 hours to Extension work, i.e., 11 hours against the 9 now proposed.

I shall myself give 8 hours a week of accountancy work.

I think it would be advisable to bring in one or two of our coming Commerce graduates to do demonstration work in First Year Commerce, and perhaps also in the Extension course in Elementary Accountancy. In this way, by training instructors for the future, we should be exhibiting a praiseworthy foresight. This training of instructors in Accountancy is quite a feature in the principal Schools of Commerce in the States.

SPANISH

I would recommend that for this work we endeavour to procure a graduate from the University of Madrid. We might offer such a man the rank of Asst. Professor or Assoc. Professor and an initial salary of \$2500 (covering an Extension course which would probably bring in \$400 or \$500) to be increased in 3 or 4 years to \$3500. Next year 10 hours a week (including 2 hours of Extension work) is called for. Subsequent years will demand about 16 hours.

Since I must go to Barcelona this summer to look after private matters, I might, if the University wishes it, proceed to Madrid and select a man. In that case I should ask that my expenses from Barcelona to Madrid be defrayed by the University. About \$100 would cover such expenses.

Banking

Mr. Weldon, partner of Mr. Dale Harris, offers to undertake this course, in which he says he is greatly interested. Mr. Weldon is a graduate of Dalhousie and a son of Dean Weldon. You know that we have been trying in vain for 3 years to find a man for this work.

PHYSICS

Mr. Reilly will continue to give 2 hours a week to First Year Commerce in this subject. In addition Dr. Eve has engaged himself to provide 2 hours of laboratory work.

Chemistry

Professor Evans has offered to extend his evening course so as to give increased benefit to such students as enter the School of Commerce with some knowledge of Chemistry.

DRAWING? METALLURGY? MATERIALS OF CONSTRUCTION.

These three subjects have been removed from the Commerce curriculum.

Mr. Sandwell's work in the School of Commerce will cover 10 hours a week. Into this work will enter the courses in BUSINESS ORGANISATION, & INDUSTRIAL ORGANISATION, previously given by me, and the courses in ECONOMIC GEOGRAPHY, previously given by Dr. Fryer.

Yours very truly

MCGILL UNIVERSITY  
MONTREAL

SCHOOL OF COMMERCIAL STUDIES

Montreal, April 26, 1920

The following note was left out of my communication to you of the 17th instant:

MATHEMATICS

The mathematical work in the School of Commerce has been reorganised, so as to remove Analytical Geometry and the Calculus from among the obligatory subjects on the curriculum, and to put on a special course in Commercial and Actuarial mathematics in the Second Year. This course will be given by me (the undersigned).

N.B. Good students will be recommended to take (as extra subjects, not obligatory) the Arts Honour courses in Analytical Geometry and the Calculus.

School of Commerce Instruction Programme for 1920-21

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<u>Subject</u>	<u>Professor</u>	<u>Year of study</u>	<u>Weekly hours</u>
French	French Dept.	1, 2, & 3	12
Maths.	Mr. H. Jellie	1	4
	Mr. Sugars	2	4
English	English Dept.	1 & 2	7
	Mr. Sandwell	3	2
Spanish	-----	1, 2, & 3	10
Physics	Mr. Reilly	1	2
	Lab. work		2
Chemistry	Prof. Evans	2	11
Accountancy	Mr. Sugars	1 & 3	8
	Mr. Brimacombe	2 & 3 & Ext.	9
Comm. Law	Mr. Dale Harris	2	2
Insurance	Mr. McCulloch	3	1
Banking	Mr. Weldon	3	1
Economics	Mr. Sandwell	1	2
	"	2 & 3, 4 rotating hours, equiv. to	2
Econ. Geog.	"	1	1
	"	2 & 3, 2 rotating hours, equiv. to	1
Bus. Organ. & Indust. Organ.	"	2 & 3, 2 rotating hours, equiv. to	1
	"	2 & 3, 2 rotating hours, equiv. to	1
Ind. Chem.	Various	2	1

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According to above Mr. Sandwell will do 10 hours teaching a week for the School of Commerce.

Mr. Sugars will do 12 hours a week, and Mr. Brimacombe 9.

\* \* \*

**BACHELOR OF COMMERCE DEGREE  
FOR TORONTO**

**T**HE University of Toronto has decided to institute a Bachelor of Commerce degree next year.

The Bachelor of Commerce Course will include some radical departures from the Arts Course. The details are mostly tentative as yet, as only the entrance requirements and the first year have been decided upon. As now in the Arts Course, it will take four years for the Bachelor of Commerce degree. To enter the course, a prospective student will need Honor Junior Matriculation as well as Pass Junior Matric. This will make the entrance requirements something like those of the Faculty of Applied Science, and like the Honor Courses of the Faculty of Arts. More attention throughout will be given to commercial subjects, though, with special emphasis on modern languages, and doing away with Greek, although Latin will remain optional. Typewriting and shorthand will both be made compulsory for the new degree. Political economy will be one of the most important subjects, with attention also to law. Besides the shorthand and typewriting, one of the chief differences of the new course from the present Arts Course of Commerce and Finance will be that Latin is not a necessity. Until the success of the new Bachelor of Commerce degree is seen, the Arts Course of Commerce and Finance will be continued as at present.

schools, in many of which, it is alleged, singing is quite inadequately taught. To some extent this is admitted, and a School Music Union has been formed to remedy the defect in secondary schools for girls. Meanwhile, the Tonic Solfa College has recently formed a committee, upon which representatives of teachers' organizations are being elected, to inquire into the present methods of teaching singing, the provision of qualified teachers, and the policy of the Board of Education, which has been criticized in many quarters. Those interested in the matter should communicate with the hon. secretary of the committee, Mr. W. S. Desborough, Arosa, Netherby-road, Forest-hill, London, S.E.

### LONDON DEGREES IN COMMERCE.

(FROM A CORRESPONDENT.)

Rapid progress is being made by the University of London in the establishment of its Faculty of Commerce. It is comparatively few months since the scheme was first adumbrated and placed before the City for amendment or approval. Already over 100 students are studying at the London School of Economics for their intermediate examination. The foundations are being dug on the site near Aldwych for the necessary extension to the school buildings. Everything is in train for the establishment of the External Bureau in the City which is to guide and assist external students.

This rapid materialization of plans will, it is hoped, induce still further support to the scheme, as a considerable sum is required to place the Faculty on a satisfactory footing. The London School of Economics is much overcrowded; it was so before the war, and now, with a great accession of new students, it has been obliged to spread into the derelict Y.M.C.A. bungalows on the Aldwych site. These will shortly be removed, and though every possible speed is being made with the extension to the permanent building in Clare Market, only a part of this can be carried out with the money in hand.

The literary side of the scheme is as yet un-ended. It is hoped to found both a representative commercial library and also to build up through endowment a published commercial literature for the students. One of the great difficulties at present is the absence of adequate text-books. These have got to be written, and it is impossible to hope that they can be provided through the ordinary channels of commercial publication. An immense amount of research work is necessary before anything approaching an adequate commercial literature can be built up.

Travelling scholarships will, it is hoped, be founded under the scheme. These will be tenable during the last year of the course and will enable the student to come into practical touch with the business affairs and methods of other countries. It is supposed that they will operate in the following manner. The scholarship holder will already have chosen the branch of business he is to enter, may already be engaged in that business, and will select the country into which his principal trade will be done. He will receive a grant of about £150 a year, a sum sufficient to leave him leisure to study, but not sufficient to make him independent of work in an office. He will thus pick up a considerable experience of business method and have the opportunity of studying social conditions and the customs of the country.

Many firms are entering likely employees for the degree, paying fees and giving facilities for attending lectures. One great City house has already selected eighty of its younger men for training. It is probable that some of these firms will undertake to provide the opportunity for study abroad in the final year—but it is hoped that a sum of money may be forthcoming to endow scholarships for this purpose and also for poor students studying in this country.

An interesting suggestion has been made in this regard with reference to the unemployed demobilized officer. It has been proposed that business firms anxious to help in the solution of this problem might select one or two likely men, suffering from lack of training, employing them for part of their time on condition that they studied for and took the commercial degree. After paying them a living wage and helping them with their University fees there would be an understood obligation on the part of the ex-officer to remain in the service of the firm. The amount of money speculated by the firm should not be great and should be amply repaid in service.

The University authorities emphasize the point that the course is specially applicable to the man engaged in business during the day. Such a man, they point out, if he was able to attend lectures on a certain number of afternoons a week, would get the greatest good out of the course, as he would be putting into practice in the office the lessons he was learning in the class-room and would bring to the class-room a keen sense of interest in those subjects with which he was concerned in the office. It is expected that the students actually engaged in business during their studies will far outnumber those who will devote their whole time for three years to taking the degree.

### SUMMER COURSES FOR TEACHERS.

The Board of Education are making arrangements for a number of short courses of instruction for teachers in secondary schools which will be held

### SECONDARY SCHOOL NOTES.

(FROM THE HEADMASTERS' ASSOCIATION.)

The increasing cost of education at the Universities of Oxford and Cambridge is causing great anxiety to headmasters, whose old boys holding scholarships or grants as ex-Service students at these Universities write to them about the extreme difficulty of maintaining themselves. The difficulty has recently been aggravated by the raising of college dues and fees at a number of colleges. The honorary secretaries of the Headmasters' Association have been in correspondence with the department of the Board of Education which is concerned with the assistance of the higher education of ex-Service students, but that department has replied that the Board is unable to undertake to increase the amount of the awards, most of which are already made up to the maximum allowable under the scheme. It suggests that college authorities might maintain their old standard in favour of ex-Service students. The council of the Headmasters' Association has resolved to ask college authorities to do the same for holders of scholarships as the Board suggests for ex-Service students, or failing that to increase the amount of the scholarships. It has also decided to write to all local education authorities, putting the case for an increase in scholarships and grants awarded to students proceeding to the Universities, and to ask to be heard on this and other subjects by the Royal Commission on the Universities of Oxford and Cambridge. The following have been chosen to give evidence:—Mr. R. F. Cholmeley (Owen's School, Islington), joint honorary secretary of the association; Mr. W. Edwards, Bradford Grammar School; Mr. J. L. Paton, Manchester Grammar School; and the Rev. C. J. Smith, Latymer Upper School, Hammersmith, the president of the association.

In view of the fact that medical inspection under the new Education Act is due to begin in secondary schools on April 1, the council of the Headmasters' Association resolved at its last meeting that the officers of the association should take an early opportunity of pressing upon the Board of Education the views of headmasters as to what constitutes an adequate medical inspection for pupils of secondary school age. They will also urge the necessity of harmonious cooperation between headmasters and the school medical officers. It is reported that in some secondary schools maintained by local education authorities, in which a system of medical inspection has already been set up, friction has arisen. For example, boys have been summoned to attend for medical inspection at the central medical office without any consultation with the headmaster of their school. Headmasters fully recognize the value and importance of medical inspection, and are anxious to do all in their power to obtain the best possible results from it, but at the same time they naturally ask that regard should be had to the discipline and convenience of their schools.

As a result of representations made by the council of the Headmasters' Association, the Admiralty and Air Ministry have agreed to allow candidates who have qualified for Certificate "A," Officers Training Corps, to receive the same advantage, when attending a competitive examination for naval cadetships and supplementary first appointments in the Royal Marines and for admission to the Royal Air Force Cadet College respectively, as is accorded to candidates competing for admission to the Royal Military Academy or the Royal Military College—i.e., they are entitled to the award of the actual marks (between 300 and 600) which they obtain in the examination for Certificate "A." It will be remembered that membership of the Officers Training Corps is no longer necessary before competing for Certificate "A."

In view of the discussion on free places at secondary schools for ex-elementary boys at the recent annual general meeting of the Headmasters' Association, it is interesting to note that the scholarship scheme which was last week adopted by the London Education Committee imposes an income limit in the case of all free places. Under the old scheme there was no income limit in the case of candidates from elementary schools. "At the time when this regulation was introduced it was, perhaps, broadly speaking, true [so runs the report] that parents who sent their children to elementary schools

January  
Twenty-seventh  
1920.

W. M. Birks Esq.,  
Phillips Square,  
Montreal.

Dear Mr. Birks:-

I received your letter which accompanied the enclosed communication from Mr. Notman, and have looked in to the matter to which Mr. Notman refers.

I find that the course at Harvard is "a Graduate School of Business Administration". That is to say,-- it is a course for advanced men. Persons are not admitted to it until they have already taken a course extending over four years at a University, from which they have graduated with a Degree of B.A. or B.Sc. Dealing with men who have already spent four years in College, they can at Harvard take up more advanced and, therefore, frequently more interesting, work than some of that which we are obliged to cover in our Commercial course at McGill University.

Our School of Commerce is an undergraduate School. That is to say, men enter it directly from the ordinary High Schools, and consequently in it have to take a large amount of training which the men who enter the Harvard School have already obtained.

As time goes on and the demand here arises for more advanced instruction in business than that which is comprised in our present School, McGill University also may, if it has the means, establish a Graduate School for Business Instruction similar to that which now obtains at Harvard.

With best wishes,

I remain, yours very sincerely,

*W.S.*

Acting Principal.

December  
Eighth  
1919.

R. M. Sugars Esq.,  
School of Commerce,  
McGill University.

Dear Sir:-

On November 29th Dr. Adams sent you a letter from Dr. Sinclair Laird, Dean of the School for Teachers, together with a memorandum concerning it from Dr. Nicholson.

Dr. Adams has requested me to ask you to return these documents at your earliest convenience, with your views regarding same.

Your kind attention will be much appreciated by Dr. Adams.

Yours sincerely,

Secretary.

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McGILL UNIVERSITY  
MONTREAL.

FACULTY OF ARTS.  
OFFICE OF THE DEAN.

November 23, 1922.

Sir Arthur Currie,  
Principal, McGill University.

Dear Sir Arthur,

I enclose copy of pamphlet for the extension course in Export Trade.

I saw Sir Charles Gordon yesterday morning and he not only seemed interested in the plan but made some pretty useful suggestions. I told him that he would probably hear from you in regard to a meeting of some of the business men of Montreal Friday noon. He gave me the name of Harold Grier of Dominion Glass and suggested that we have him at the luncheon. Will you invite also Professors Sugars and Leacock. May I ask Mr. Poussette to come down from Ottawa? I could wire him and I think it would be a good thing for him to be there.

Sincerely yours,

*Gordon Laing*

Dean

MDF/GJL

McGILL UNIVERSITY  
MONTREAL.

SCHOOL OF COMMERCE,  
OFFICE OF THE DIRECTOR

April 17th, 1920

Dr. Adams  
Acting-Principal, McGill University.

Dear Mr. Principal:

I hereby respectfully notify you that at the last meeting of our Committee, held on the 12th instant, it was decided to remove from the Commerce curriculum the following subjects:

DRAWING  
METALLURGY  
MATERIALS OF CONSTRUCTION  
TECHNICAL SHOP WORK

Yours very truly

*Robert M. Sugars*