

MBA's learn by field experience

By LAURIE MARTIN
Staff Writer

If experience is the best teacher, then the UNC business and MBA schools are on the right track by using the case method—a method where students analyze and debate brief, problem-oriented company reports or cases.

Recently, Laurence Shames, in "What They Don't Teach You About Harvard Business School," Playboy, May 1986, criticized MBA schools, particularly those stressing the case method, for producing managers who are obsessed with numbers, concerned only with short-term goals, and too eager for personal advancement.

But officials with the UNC School of Business Administration feel that the case method is a good method of instruction as long as it is supplemented with other teaching methods.

The UNC faculty uses a variety of teaching methods, including the case method, lectures, small group discussions, management-simulation games with the computer and individual and class projects, both in the classroom and in the field. MBA students at UNC have the opportunity in their second year of the program to work on a field project with a company.

Lynne Gerber, director of the MBA program at UNC, said the danger of the case method is that after solving a case in a particular way, students could automatically apply that formula to similar situations in the real world without examining other approaches.

Gerber said that is precisely the reason UNC uses the case method—to get students to recognize all viewpoints.

"Case method is effective because you work with a group, bringing in all different perspectives," she said. "It helps you build in a team. I think it would be a shame if the case method was completely thrown

out of any program."

"While MBA programs do produce people with great analytical skills, the case method itself forces people to look at a problem from all perspectives," said Rollie Tillman, director of the UNC Institute for the Study of Private Enterprise.

Gerber said there is also a need for learning the history and theory of business practices. "But in a professional school, we must teach the practical application of the theory."

The case method is also being utilized in the undergraduate program more than it was in the past, according to Peter Topping, director of the UNC undergraduate business administration program.

"The method is only one part of the method that should be used at the undergraduate level," said Topping. "But to give a broad and comprehensive view of business operations, the case method is used to illustrate business problems and practices that an undergraduate may have had no experience with."

The majority of the undergraduate business courses use the case method in some capacity, Topping said.

Criticism that business graduate students concentrate only on short-term goals are being combated at UNC in a number of ways.

"It is the challenge of the program to instill in our students ethical business practices as well as a commitment to quality, to the consumer and to the company," Topping said.

"(These commitments) make up the philosophy of our department, and our faculty reflects this attitude."

The department also tries to specifically integrate this philosophy of ethics in class requirements. In classes like Business and Society, the ethics of business are studied, specifically among business, government, citizens and social institutions.

Topping said the business school was constantly seeking ways to meet the challenge of quality and ethics in the business world.

"We need to keep on thinking creatively and innovatively in teaching the leaders of tomorrow's business world," he said.

Gerber, director of UNC's Masters of Business Administration program, said UNC tries to avoid producing people who think only in the terms of numbers by basing their admissions on more than just test scores.

"We must admit people who can make it through the program, though, so we do look at their undergraduate degree, GPA, and GMAT (Graduate Management Admissions Test) too," she said.

Harvard College was criticized even by its own university president, Derek Bok, for stressing numbers in its admissions process. Harvard has since stopped using the GMAT in its criteria as of January.

Bok also criticized the Harvard Business School for using the case method almost exclusively.

"We believe in using different methods which may be more appropriate for different subjects," said Tillman.

According to the latest MBA placement report, 120 out of 125 UNC graduates of the class of 1985 reported they had jobs by October 1, 1985. Almost 60 percent of these jobs were in marketing/advertising or finance.

Graduates also found jobs in commercial lending, consulting, and general management. They were hired by consumer product firms, electronic equipment firms, and commercial banking firms, among others.

\$32,661 was the average base salary reported, exclusive of bonuses and commissions. Salaries ranged from \$16,800 to \$52,000.

Fordham says no to protests in quad

By JACKIE LEACH
Staff Writer

UNC Chancellor Christopher C. Fordham III praised the behavior of members of the UNC Anti-Apartheid Support Group during their protest last week, but said he would discourage further use of the quad in front of South Building as a site for student protests.

"I thought the students handled themselves very well," Fordham said.

Although there will be no new policy created to deal with the use of the quad for demonstrations, Fordham said a previous University policy prohibiting demonstrations in the quad was still in effect.

Normally students are not allowed to use the quad as an area for protest, Fordham said, but he gave the group permission to use it after members met with him and presented some of their ideas. "They made a good case for its use . . . as a means of expressing themselves," he said.

Fordham said he would like to see students return to the Pit as the site for future student protests. "The University would lose a great deal if we lost the Pit as site for protests," he said.

It has been a little more than a week since the shanties erected by the Anti-Apartheid Support Group were taken away from the quad in front of South Building. However, group members said they planned to

continue their efforts to increase public awareness of apartheid.

"We're just trying to make people more aware of what's up," said group member Paul Pickhardt of Charlotte. "Right now we're trying to gather more support from the community and plan for next year."

The group is planning a protest march on April 24 to coincide with a meeting of the University's Board of Trustees, Pickhardt said. During the April 24 meeting, the Endowment Board is expected to render its decision regarding divestment of the University's \$8.8 million in companies operating in South Africa.

Pickhardt said the group planned to begin the protest with a rally in the Pit, then march downtown to a second rally at the post office.

Although the group had gathered a great deal of support during the three weeks when the shantytown stood, there are no plans for future shanties, Pickhardt said.

University administrators were also supportive of the group's efforts, Pickhardt said. Even though Fordham ordered the destruction of the shanties, he had been supportive of the group throughout the demonstrations, Pickhardt said.

"He (Fordham) did not press charges against those five students arrested for refusing to leave the shanties," Pickhardt said. "He seemed to be very concerned about the University's image."

Women

candidates can make it easier for a woman to win and run in the future because people become comfortable with the idea," she said. "I hope because there was a female student body president last year and there is a female vice president this year, it will encourage other women to become involved."

Men's attitudes also need to change, Sitton said.

"Men need to become more aware of the particular difficulties facing women," she said. "Men in general are not willing to get involved in women's problems."

Wallace said she had always chosen to ignore any blocks that existed because of her gender.

"I know thoughts like that are out there, but I just ignore them," she said. "I've concentrated on getting the job done rather than combating sexism."

Anderson predicted that the rising enrollment of women in the University would reverse the trend of male dominance in the next couple of years, but said efforts still needed to be made to bring women to an equal level with men.

"I think there needs to be more visibility of women in those leadership positions," she said. "I take it upon myself to serve as a role model for underclassmen and show them they can

achieve BSM president or executive assistant."

The number of female faculty and advisers also needs to be increased to give women students more role models, Anderson said.

Evans said she had seen an increasing number of women in visible positions during her five years at UNC and

thought it would continue. But efforts to increase the representation of women on campus shouldn't include pushing people to run or apply for office, she said.

"The things it takes to be a good leader come from within, and if someone talks you into it you won't be able to do the job," she said.

from page 1



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