management and production

C. ROBERT MONTGOMERY
Boston University

RUDOLPH A. JOHNSON
Northeastern University

JOHN E. MARSHALL
Northeastern University

DON R. ZIEGENBEIN
Babson Institute

Not Pictured
WAYNE BASCOM

38
Of all fields of study, Management and Production probably requires the greatest amount of personal experience as a requisite to effective instruction. DR. WALTER CARPENTER as chairman of the Management and Production Department is uniquely blessed with this asset. To complement this personal experience Dr. Carpenter adds a wealth of academic knowledge.

While majoring in economics at Colgate University Dr. Carpenter was a teaching and research assistant in public speaking and a member of the debating team. After graduating Phi Beta Kappa and Magna Cum Laude he entered the Columbia University Law School.

After seeing action during World War II Dr. Carpenter entered Harvard's Graduate School of Business and received his M.B.A. in 1946. In 1947 Dr. Carpenter joined the Babson faculty.

While teaching management and industrial relations courses he remains dedicated to the case method of study. He feels that such a subject environment stresses the need for a student to be able to solve problems and make decisions. He is also convinced that next year's curriculum change will prove most useful in the industrial relations field. The new four hour program will reduce the number of courses and provide more time for each course thereby increasing the quality of understanding and performance by the students. In Business Policy, for example, the extra class meetings will allow more time for discussion of key cases, allow more cases to be covered, and permit a more thorough integration of the entire subject matter.

Along with his undergraduate courses, Dr. Carpenter is highly enthusiastic about his graduate seminar course. He feels that Babson's M.A.B. program is most important in that it helps develop the student's emotional maturity as well as cultivate his technical knowledge in a chosen field.

Since coming to Babson, Dr. Carpenter has written many books in the field of management and industrial relations. He is also Director of the Board of Research and an Arbitrator with the American Arbitration Association. But his first love is teaching and he will continue to devote his life to this pursuit.
DR. FREDERICK W. HARRISON is a symbol of the dynamic aspect of a business education. Having taught at Babson for sixteen years he is an advocate of what he calls “action oriented subject matter.” By this he means that the instructor must constantly keep in touch with the business world in order to escape the unreality of viewpoint which threatens those who simply keep their noses buried in textbooks. Dr. Harrison has admirably succeeded in avoiding such a fate. With an extensive and distinguished background in finance, investments, statistics, foreign trade and other government positions, along with a current affiliation as consultant to Babson’s Reports, Dr. Harrison brings to his students a vast store of practical business experience to supplement required course study.

Thirty years of teaching experience at New York University, Rensselaer Polytechnic Institute, Connecticut College for Women, and Babson Institute have left Dr. Harrison with several unique notions about teaching. Noting that mastery of subject matter is the broadest and most fundamental sense is the foundation of good teaching, he feels that this alone is not enough. In an action oriented field such as business, experience in the world of affairs is also necessary if teaching is to be truly effective. Also, one does not teach a subject primarily; he teaches people. Being a teacher is not entirely a matter of classroom presentation; it is a matter of personal involvement between teacher and students. Therefore, the teacher should know every student as well as he possibly can. A teacher should strive to make himself regarded by his students as a friend who is easily approachable and to whom any student may bring his problems, personal as well as academic. Cognizant of the fact that maturity is often a painful process, Dr. Harrison and his wife have lived on campus during their entire sixteen years at Babson. This close personal contact has been a rewarding experience for the Harrisons as well as for many of his students.

Since securities and the securities markets have been Dr. Harrison’s main interest for the past thirty years, it was quite natural that upon joining the Babson faculty he sponsored an organization that was originally called the Finance Club. Its name was not wholly accurate since its early membership consisted mainly of men who wanted to become bankers, brokers, underwriters, and investment experts. This club provided Dr. Harrison with an opportunity to become closely associated with those students whose interests were similar to his own. These men have since distinguished themselves far above the average in their chosen fields and Dr. Harrison feels a great satisfaction in knowing that he has played a part in their success, both in the classroom and outside.

Illustrative of Dr. Harrison’s dynamic approach to teaching is his participation in the Summer Case Seminar at the Harvard Business School. The group consisted of twenty professors from leading colleges of business administration throughout the United States. As a result of this participation, Dr. Harrison’s relations with the Harvard Business School have been very cordial and it is interesting to note that Babson seniors have been accepted by the Harvard Business School each year.
investments

41

WALLACE P. MORS
University of Chicago

MARSHALL R. PIHL
Harvard University

WILSON F. PAYNE
University of Chicago
With his LEFT HAND punctuating the air with machine gun rapidity, Dr. Edward Handler throws out to his students a constant stream of illuminating insights in the fields of Labor and Government, Comparative Governments, and International Relations.

Born and bred in Massachusetts, Dr. Handler has been teaching at Babson for over a decade. He does not confine his teaching to three courses on the undergraduate level but teaches Collective Bargaining in the graduate evening program as well. Finding work in the graduate program both a valuable and a stimulating experience, he comes in contact with men and women acting as students with considerable background and education. Typically, these graduate students are persons with Bachelor's degrees holding responsible jobs who want to deepen their background in business.

The Institute is initiating a revolutionary curriculum change next year. Many of the courses in various departments are being replaced or consolidated with others. This will allow for more concentration by the students without decreasing the number of class hours. Because of the curriculum change, Labor and Government and Collective Bargaining will be combined into a course called "Labor Relations." The emphasis of this course will be upon collective bargaining. The second course will be an expanded version of the current International Relations course. Dr. Handler regrets one aspect of the coming change, for he has a special fondness for the Comparative Government course, but he feels strongly that the curriculum change is highly desirable since the additional time available will allow wider coverage and greater depth than has previously been possible.
To an A.B. and an M.A., Dr. Handler added a PhD. Last year by completing his doctoral thesis in the field of Political Science, Harvard University Press has accepted the thesis for publication. The title of the book is "Two Worlds: America and Europe in the political thought of John Adams." The text deals with the relations of American and European political thought in the age of the "democratic revolution" in the eighteenth and early nineteenth centuries. More precisely, it examines the chronic American difficulty as it appears in Adams understanding the problems of old societies seeking to renovate their traditional institutions. He hopes his students will watch for the book which is scheduled for publication in the late fall or early winter.

If the thesis is at all reminiscent of Dr. Handler's lectures, it will be a thorough, revealing examination of the problem undertaken. This is characteristic of Dr. Handler's course approach which is mostly the lecture method. He poses a question or problem, places it on a pedestal, and proceeds to circle it intellectually; poking it here, prodding it there, and diagnosing it with a surgeon's penetrating sureness.

The lecture method is sometimes replaced by what Dr. Handler refers to as "guided participation." This approach encourages the student to investigate a specific problem in the area of International Relations and present it in a knowledgeable and enlightening manner to fellow students; to become an "expert" in the area with the ability to answer searching questions from classmates. Both methods, lecture and "guided participation" employed by Dr. Handler have greatly aided his students in their awareness of the nature of our business climate and the world in which it resides.

At this time the staff of the Babsonian congratulates Dr. Handler on his recent appointment as Chairman of the Liberal Arts Division.
EARL K. BOWEN  
University of Massachusetts

BRYCE PRINDLE  
Massachusetts Institute of Technology

VENTON H. SCOTT  
Western Reserve University

JOHN BLACK  
Harvard University

C. ALAN ANDERSON  
American International College

ARTHUR MELANSON  
Gordon College
Since its establishment in 1951, the BOARD OF RESEARCH has conducted studies in marketing, industrial economics, technical assistance overseas, labor relations and decision-making. These research projects have been supported financially by grants from various agencies of the Federal Government: Agricultural Marketing Service, U. S. Dept. of Agriculture, International Cooperation Administration (now the Agency for International Development), Small Business Administration, Office of Technical Services and the Area Redevelopment Administration, both in the U. S. Dept. of Commerce.

The research program at Babson has been supervised by a Board of Research consisting of the Dean of Faculty, Dr. Mors. Dean of the Graduate School, Dr. Payne, a senior faculty member, Dr. Canfield, with Dr. Carpenter serving as Director. Each project comes under the specific direction of a faculty member designated as Project Director. The Project Director works not only with other faculty members assigned to the project but also with one or more Research Assistants selected from among the Graduate students or a member of the Senior class. All personnel work part-time at research while carrying out their regular academic assignments. When possible, full-time attention is given during the summer months.

After completing a special study called, Small Business and Pattern Bargaining (authored by Drs. Carpenter and Handler), the Board of Research approved a new undertaking to be completed in July of 1963. This study is entitled, Decision Making in Area Redevelopment. Mr. Hubert A. Mann, of the Distribution Division, is the project director. At this writing Mr. Mann is assisted by Thomas W. Cunningham, M.B.A., '63. In the summer of 1962, Messrs. Bascom and Zieglenhein, of the faculty, worked with Mr. Mann in the initial data gathering stages. This latest study involves examining in detail the process of decision making in the redevelopment programs of Lowell and Lawrence, Massachusetts. The final report will constitute a pilot project for the Area Redevelopment Administration (ARA). The ARA will evaluate the results preparatory to defining a broader undertaking in various localities across the country.

Naturally, the essence of a research program is ideas of significance to the profession of business management and administration. When the Director of Research has drawn an idea to the proposal stage, raised the necessary funds, and the research people have started their labors, it is time to begin developing another. So as this Yearbook goes to press, Dr. Carpenter is discussing new ideas with faculty members and making preparations for Board of Research review, approval by the President and Board of Trustees and, finally, planning how and where to raise the needed funds.
teaching fellows

The idea of the Teaching Fellow at Babson was conceived in 1954-55 when a need arose for temporary instructors to supplement the permanent faculty, while at the same time offering an opportunity for further individual development. Since the program began the Fellows have been selected from graduates of both Babson and other colleges. The Graduate Assistant program, on the other hand, was introduced to attract outstanding individuals to the Babson Graduate School as faculty assistants, and has consequently been a gratifying source of qualified men for Teaching Fellow positions.

The three Teaching Fellows this past year; Robert P. David, Descom D. Hoagland, III, and John A. Jensen, brought to their temporary professions varied backgrounds and experiences. Mr. David, a Chemical Engineering graduate of Rensselaer Polytechnic Institute, had worked for the Sun Oil Company in Research and Development and Engineering Economics, and was a Second Lieutenant in the U. S. Army Reserve, Corps of Engineers. Mr. Hoagland studied electrical engineering at Worcester Polytechnic Institute for three years, completing his undergraduate study at Babson, majoring in accounting. A March graduate, Mr. Hoagland is now a public accountant with Arthur Young & Co. Two years in liberal arts at Brown University preceded Mr. Jensen's arrival at Babson where he finished his undergraduate work majoring in accounting. In addition to their graduate studies and teaching commitments, Mr. Hoagland and Mr. Jensen maintained an active interest in extracurricular activities at the Institute. All three men were finance majors in the Graduate School.