Harold H. Shively
A.B., M.A., J.D.
Law and Business; Wholesaling and Retailing; Business Communications

James M. Matthews
A.B., M.A., LL.D.
Economics; Business History

Bertrand R. Canfield, Director, Division of Distribution
DIVISION OF Distribution

In a time of war, the necessary concentration on production activity and the sub-ordination of distributions are naturally very timely considerations to a young man who is making business administration field choices. At Babson Institute, the Distribution Division activity and opportunity have not been curtailed, but rather enhanced by the new and vital factors which wartime practices and influences have given rise to. The conversion of marketing channels to war needs is as necessary to success in this field as conversion of facilities is to a war production plant.

The function of distribution in industry and commerce is bound to play a dominating role in future American business. In considering the possibilities in the field, both at the present and after the war, it is generally agreed that the trend in distribution is towards more efficient management and methods. Accurate cost analysis record systems will invade the field of distribution so that control through figure facts will bring accurate conclusions in ways and means of reducing prices to the consumer. The philosophy of reducing prices to the consumer by more accurate control of costs has been brought to the Division of Distribution time and again in the outside conferences and conventions which the group has attended in its last year.

The fields of Sales and Advertising Management in combination with Business Law, Marketing, Economics, and Market Analysis are the principal fields covered by this group. Some of these courses have given an understanding of the mechanical operations in the marketing structure in this country, while others have tried directly to bring about the business judgment which should exist in a man seeking a management position in the field of distribution. Field trips to distribution conferences, various types of distributing agencies, trips to factories to get the manufacturers’ sales problems in mind comprise one of the outstanding features of this course at Babson Institute.

Each man in the division is trained in the various approved sales techniques by actual practice demonstrations followed by criticisms in the classroom. Methods of market analysis are actually practised by the members of the group by going through the processes and the calculations himself. The dominating role which distribution is destined to play after the war is a scene upon which each member of the group is awaiting his entrance.
WILSON F. PAYNE, Ph.B., M.A., Ph.D.
Statistics; Business Planning;
Industry Analysis

HOWARD F. GREEFIE, C.P.A.
Accounting; Budgetary Control

JOHN K. HORNBER, A.B., M.B.A., Director, Division of Finance
The scope of finance knows no limitations. Not only is it to be found as a key factor in the corporate life, but also as the equipment with which the individual maintains his security and happiness. With poor financial management the business enterprise will collapse. It may be observed that in the past the greater portion of industry, business, and our population has enjoyed only fair financial security. Failures and receiverships have been only too common. This mediocrity in finance has been due for the most part to ignorance of a few sound principles.

The field trip is an important part of the work in the Division of Finance, as it is in other branches of the Babson Institute program of practical training for business. In addition to the class work, emphasis is given to the knowledge of the monetary system and the ramifications of banking, the operations of the stock market, and credit principles by visits to New England financial institutions and observation of the workings of Wall Street at first hand.

It is hardly expected that every man specializing in the study of finance at Babson will remember all the details of what he learned. It is reasonable to believe that he will never forget the principles and theories and that his mind will forever continue to develop along financial lines because of the stimulus which he received at Babson. He will remember methods, various ways of disposition and acquisition of funds, and ways to ascertain and secure a good investment.

Adequate knowledge of business finance should also include the tools wherewith to forecast and compare. Too much of industry in the past has steered a blind course up and down over the waves of the business cycle. By learning how to suspect and actually forecast cycles in their own individual businesses and industries, the student of finance will know how to use the business cycle as an asset rather than a pitfall. In business, plants have been over-expanded, depressions have been caused by waves of impulsive inventory stocking and by unreasoning bullishness, and individuals and business enterprises have made poor investments, each time failing to profit by their last experience. If the graduates of this specialization in the field of finance fall into the traps which have caused failurries in the past, it will happen not because of ignorance, but because they failed to remember the knowledge of principles of sound operation which they have received at Babson Institute.
COLONEL JOHN E. MILLEA, U. S. ARMY AIR CORPS
A.B., M.B.A.
Director, Division of Production —
On Leave of Absence for the
Duration of the War.

GEORGE B. Hedendorf, A.B., Director, Division of Production
The group at Babson Institute made up of men who have found that their interests and capabilities were in line with the management of men, materials, and machinery have followed the same field and industrial specialization programs which every group and individual at the school follows in his business day. All phases of industrial management fundamentals are covered by this group.

The small size of the group this year, has made even more emphasis and application to the individual’s problems possible. The group has moved easily to the factory or office for its field trips, where it would be of interest to each member of the group.

Aside from the importance of the production function at the present time in terms of wartime economies, the production function is always the core of business; those who have a firm grasp of its principles will be the ones who will be its eventual leaders. Students are taught how to think production by the solution of many and varied problems dealing with numerous things in the field, rather than learning all of its theories from a textbook.

Men in this division have been taught how to find facts from figures. They have been given work designed to give them a basis for further study and analysis and solution of problems on their own. Lectures and criticisms of students’ solutions to problems by Mr. Heddendorf give each member of the group a chance to take part in the question at hand and to see where his production judgment needs improving.

Every phase of the individual members’ problems are discussed so that he can take back to his industry or to his specific company valuable information and new ideas. Control systems are complicated to the beginner but simple to the expert; each different method now in use and new and improved systems are gone over and discussed by the members of this group, so that they may become thoroughly familiar with exactly what to look for in the organization or the amendment of a control system.

With this knowledge and experience of meeting and solving problems in the conference session which have actually been faced by executives and engineers in business, these men have derived the benefit of work in the field and at the same time have proceeded with a direction of effort which gave them a correct and valuable concept of production activity.
Daniel B. Coleman, M.D.
Medical Adviser

James A. Wylie
Physical Training

Philip H. Claxton
Physical Training

Catherine L. Burke, M.A.
Physics

Charles H. Mergendahl, B.S., Ed.M.
Mathematics

Austin H. Fitz, Ph.B., LL.B.
Director Emeritus, Division of Finance

C. P. Crunk, B.S., M.S.
Manager of Student Work Offices

FRANCIS C. OAKLEY, A.B.
Director of Admission and Public Relations  - On Leave for the Duration of the War

GEORGE M. RIDEOUT, A.B.
Director of Admissions and Public Relations
IRWIN K. FRENCH
Secretary of the Institute
and Business Manager

MARY B. WELSH, R.N.
Resident Nurse

RUTH P. PROCTOR, B.S.
Librarian

PHILIP V. BURT, B.S.
Manager of Residence Halls

Dewitt G. Wilcox, M.D.
Public Health and
Personal Hygiene
The Corporation

ROGER W. BABSON, Chairman

GEORGE W. COLEMAN, President Emeritus, Babson Institute

PRESTON F. BRYANT, Wellesley Press, Wellesley

W. ELLIOTT PRATT, JR., Eaton and Howard, Inc., Boston

HARRY L. PEABODY, Loyal Protective Life Insurance Co., Boston

WINSLOW L. WEBBER, President, Publishers Financial Bureau, Babson Park, Massachusetts

EDWARD L. MORELAND, Dean of Engineering, Massachusetts Institute of Technology, Cambridge

BENJAMIN W. GUERNSEY, President, Old Colony Trust Associates, Boston


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Personal Director
Vice-President, Babson Institute

Andrew Peterson
B.B.A., M.B.A., C.P.A.
Accounting, Federal Taxation

Marion Wing
A.B.
Typewriting
The Babson Institute Library is the most prominent building on the campus and the center of much of the activity and work of the student body. Surmounted by a tall white tower, the Library can be seen from most parts of the campus. In addition to the usual funds of material which one would expect to find in a well equipped business library, there are located the Student Work Offices. Each student has his own desk at which he carries on his work daily as he would be expected to do were he working in the business world; the conditions of actual business are simulated for these rooms as much as possible.

The facilities of the reference room, the offices, and the cubicles for group study are supplemented by a projection room in the basement in which specialized groups of students are shown sound movies on subjects pertaining to current subjects. Upstairs there is a room devoted to the use of office machines including typewriters, adding machines, calculators, and dictaphones for student use. The school provides secretarial service to transcribe reports of students who are trained to make use of the benefits of the dictaphones.