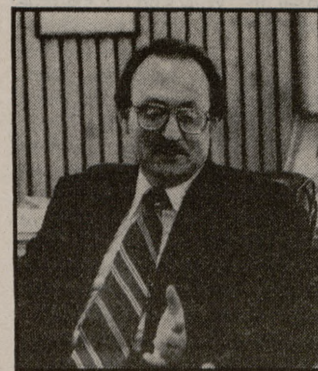
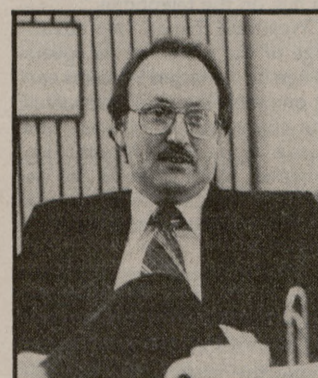


"We like to think our students leave A&M with a firm understanding of the total business picture."



"We feel it's fundamental that a business school aligns itself as closely as possible with the business community."



"Essentially, we are a top school as we stand today — we just feel we can be one of the very best in the nation and that's what we're striving for."

A Candid Conversation with William V. Muse

Dr. William V. Muse was named Dean of the College of Business Administration at Texas A&M University on July 1, 1979. Prior to his appointment to Texas A&M, Muse was Dean of the College of Business Administration and Professor of Marketing at the University of Nebraska in Omaha from 1973 to 1979; and a Presidential Interchange Executive in HEW's Office of Education. He was also the first Dean of the new College of Business at Appalachian State University where he developed the curricula and organization for the College. Muse received his Ph.D. in business administration 1966 and his MBA in 1961 from the University of Arkansas and his B.S. degree in accounting from Northwestern State University in 1960.

Dean Muse shared his views on the College of Business Administration at Texas A&M University with *The Business* early this spring. The following is a transcript of that interview. The Editors

THE BUSINESS: You received your Ph.D. and taught at the University of Arkansas, one of Texas A&M's Southwest Conference rivals. How does it feel to be a "born again Aggie" now?
MUSE: Great! I've got to admit that I had mixed feelings when I went to my first A&M-Arkansas football game, but by the time the game was over there was no question — I was an Aggie.
THE BUSINESS: You've been dean of the College of Business Administration for nearly two years — what's your assessment of the business program at A&M?

MUSE: I think we have an exceptional program here. Our faculty is widely recognized in academic circles and the student body is the most dedicated I've seen at any university. Our undergraduate program is one the top in the nation by anyone's standards, and our graduate programs are beginning to compete with the best schools in the country.

We're a good school, but we can be better — and that's our goal.

THE BUSINESS: What's being done to achieve this goal?
MUSE: Quite a few things — but first it's important to realize the three major areas of emphasis we have in our program. What I mean, of course, is our emphasis on teaching, research and public service.

Naturally, quality teaching is a prime mission of the college — but one school's definition of quality, and therefore its emphasis, is not always the same as the next, so you end up having all sorts of variations as far as that goes. This sort of diversity is good in that it gives students the opportunity to select a school that best fits their needs — but it is important to realize that there are differences among business schools.

Our undergraduate programs in business are designed to teach students all phases of business operations. In other words, we teach students to interpret, translate and implement new ideas into a market economy. Although undergraduate students concentrate in a specific functional area — accounting, finance, management, or marketing — we try to expose them all facets of business so they will be prepared to deal with changing economic and organizational situations. We like to think our students leave A&M with a firm understanding of the total business picture, and with a special understanding of one particular area.

THE BUSINESS: What about graduate programs?
MUSE: We're very excited about our graduate programs. We have recently completed a total revamping of our master of business administration degree program which should attract an even higher caliber of student than we do already. The new program, which is being initiated in Fall 1981, is a carefully sequenced and structured approach to advanced business education. It's a 48-semester-hour degree plan that covers all the basic business disciplines. It's also highly integrated so that each successive semester builds on the material learned in previous semesters. The program emphasizes practical, real-life applications of course material, so that students are able to put what they've learned into practice in a realistic situation.

THE BUSINESS: The MBA program sounds as if it's general in nature — what about students who wish to specialize in a particular area?

MUSE: Well, yes, the MBA is designed to be a general business degree — this is true with nearly any MBA program. Our purpose is to give men and women of any educational background the skills necessary to become effective managers of a very broad range of organizations.

For students who wish to obtain an in-depth specialization in a particular area like accounting, business computing science, finance, management or marketing, we have a top-notch master of science program. It's important to realize the distinction between the two programs — exactly which one is chosen will depend on the particular student's personal goals and undergraduate preparation.

THE BUSINESS: Earlier you mentioned the three-fold emphasis of the college. How do we stack up to other business schools as far as research goes?

MUSE: As you probably know, Texas A&M is one of the nation's leading research institutions. Research in business constitutes a significant portion of this overall university emphasis. We've got some very innovative projects going on right now in several areas.

THE BUSINESS: Such as?
MUSE: Well, in management, for example, we have a group involved in applied research projects concerning the business/government relationship — areas such as regulation, corporate governance and the like. In fact we're one of very few schools in the nation involved in this area right now. It's an area that is critically important to business these days.

Of course, this is only one part of our overall research effort. Other faculty members are studying organizational effectiveness, the impact of organized crime on business, the effects of various accounting standards on companies, changes occurring in financial institutions, marketing techniques, and just about any other area you can think of. The point is that research into the environment of business is important — we as a business school see that it's important, and even more so the business community sees that it's important.

The business environment is constantly changing and executives simply don't have the time or the resources to explore all the ramifications of these changes. That's where a top-notch school of business comes in — we pursue important research projects and then pass our findings on to the private sector.

THE BUSINESS: Are you saying that the business community supports this research?
MUSE: Yes, we hope that industry is very supportive of our faculty's research projects both financially and in other ways. In other words, industry can support our research through funding, and also by providing detailed information concerning their operations and by allowing faculty members to be observers in their organizations.

THE BUSINESS: That brings us to public service — the final part of your three-fold emphasis. Obviously, research and teaching are public services in a broad sense — what sort of specific service programs are in effect now?
MUSE: Much of our emphasis in this area is handled by the Executive Development Programs office. That office serves as the continuing education arm of the college and conducts nearly 20 distinct seminars annually. For example, each year EDP offers the three-week Executive Development Course, seven week-long Management Seminars, several Financial Analysis seminars, a seminar on computers in small business, a seminar on labor relations in non-union firms, a conference on physical

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Oil De-control: A Return to Free Trading

By TOM SOLOMON

President Reagan's move to lift controls on the price of domestic crude oil will allow U.S. oil companies to return to a realistic, market-determined system for selling their products, says a Texas A&M University economist.

Under the past regulatory environment the oil companies were held to a government-determined ceiling price far below the existing market prices. This created an artificial, non-competitive system, said Dr. S. Charles Maurice, head of the Department of Economics at Texas A&M.

Deregulation of crude oil will also strengthen the U.S. economy — an economy based on free trade, said Dr. Gene Uselton, director of Texas A&M's Center for Education and Research in Free Enterprise and Finance professor.

"If we pass any kind of law or regulation that prohibits or restricts free trading, we diminish some of the gains from trading," Uselton said.

The regulations on crude oil prices lifted by Reagan were what was left of President Nixon's general wage and price controls, the rest of which were removed a long time ago.

What did stay under control was "old oil," oil from fields already in existence when the original controls went into effect. "New oil," oil from fields developed apart from and after already existing fields, was decontrolled during the Nixon administration in order to not affect as severely exploration and drilling in new fields.

The decision to decontrol old oil was first made by President

Carter, who scheduled deregulation to take effect Oct. 1, 1981. When Reagan took office he decided to eliminate controls immediately.

Reagan's action to lift controls on crude oil and oil products on Jan. 28 is expected to further boost drilling and pipeline activities.

The average number of oil rigs operating in the United States this year will be 3,600, say experts at National Supply, a major provider of oil-field gear and services. This would be almost 700 more than last year, reports U.S. News and World Report.

Also as a direct result of crude oil decontrol, U.S. pipeline construction is expected to rise 14 percent in 1981 to 10,610 miles, says *Pipeline Industry*, a trade journal.

A lot of the incentive to drill and explore that comes from the increased oil company profits due to deregulation could be undermined by a heavy windfall profits tax, Maurice said.

The windfall tax will allow government to collect up to 75 percent of the extra revenues that deregulation will bring to the oil companies, reducing the amount of profits the companies will be able to put back into exploration and the development of new oil sources.

The windfall tax is actually not a profits tax, Uselton said. It is really an excise tax on every barrel of oil pumped out of the ground.

The decontrol move will increase production of oil in the United States, without itself raising the price of gasoline and heating oil, Maurice said.

"There is no way an act increasing the supply of a raw material can raise the price of the

final product," Maurice said. "That's one of the fundamental rules of economics."

Uselton agrees. "If you take away some of the obstructions to voluntary trading, people will engage in trading and they will produce more."

The oil companies did raise the price of gasoline after the January deregulation order, but this was only to take advantage of the higher prices now allowed, Maurice said.

Pump prices in Bryan-College Station had risen from \$1.32 per gallon of unleaded gasoline on Jan. 1 to \$1.40 per gallon on March 1 at some service stations.

One ill effect of crude oil deregulation is that many small oil companies that came into existence under the regulated environment will not be able to survive in the newly competitive system.

These companies, representing about 20 percent of the nation's refined products, depended on generous government subsidies that they will no longer receive. At least a third of these companies are going out of business, a Jan. 12 *Fortune* magazine article reports.

However, the oil produced by these companies will not be lost, Maurice said. Bigger companies will buy them out or several of the smaller companies will band together to form a large company.

Deregulation will be beneficial to the U.S. economy, Uselton said. "It will increase the amount of oil and gas available to us, and it will reduce our dependence on foreign oil."

"It can only have good consequences in the long run."

Insurance exec to address business students

Mr. Oscar L. Newton, Jr., senior vice president of the American General Life Insurance Company, will address a group of Texas A&M business students today at 7 p.m. in Room 108 of the Harrington Education Center.

The event, part of the scheduled BUSINESS WEEK '81 activities, is sponsored by the Texas A&M chapter of Beta Alpha Psi, the national accounting honor society.

An energetic and captivating speaker, Newton received a standing ovation for his address during the 1980 "Career Fair" Undergraduate Awards Banquet.

Newton has had 30 years of insurance industry experience, with nearly 19 years at American General. He has addressed state and national conventions, trade associations, civic groups and chambers of commerce in more than 30 states and in seven foreign countries.

Although Newton's talk will be on a topic of general interest to business students, all interested persons are encouraged to attend.

EXECUTIVE DEVELOPMENT PROGRAMS



SCHEDULE OF UPCOMING PRESENTATIONS

The Executive Development Programs office of the College of Business Administration at Texas A&M University is pleased to announce the following schedule of upcoming programs.

These programs meet a wide range of development and training needs and this information is provided to assist in the timely planning process for participation in the appropriate program.

THIRTIETH ANNUAL EXECUTIVE DEVELOPMENT COURSE

...January 24 — February 12, 1982

MANAGEMENT SEMINARS

- #59...May 10 — 15, 1981
- #60...September 6 — 11, 1981
- #61...October 4 — 9, 1981
- #62...October 25 — 30, 1981
- #63...November 8 — 13, 1981

INDUSTRIAL SALES MANAGEMENT SEMINAR

...May 31 — June 5, 1981

FINANCIAL ANALYSIS FOR DECISIONMAKING

#22...September 27 — October 1, 1981

FINANCIAL ANALYSIS FOR DECISIONMAKING IN SMALLER FIRMS

...May 3 — 7, 1981

THE ABC'S OF SMALL BUSINESS COMPUTERS THIRD ANNUAL COMPUTERS IN BUSINESS CONFERENCE

...April 13 — 15, 1981

LABOR RELATIONS IN NON-UNION COMPANIES

...April 21 — 22, 1981

MANAGEMENT SEMINAR FOR EXECUTIVE SECRETARIES

...October 11 — 14, 1981

Executive Development Programs
College of Business Administration
Texas A&M University
College Station, Texas 77843
(713) 845-4711

Executive Development to conduct 58th Management Seminar

The Executive Development Programs office of the College of Business Administration will conduct the 58th Management Seminar March 29 - April 3 in the Rudder Center.

The seminar includes sessions on styles of managerial leadership, management of motivation to work, managing the manager's time, and management's role in dealing with emotional problems. Seminar participants will also conduct a computerized business simulation.

About 60 executives from middle managerial levels are expected to attend. Sessions will be taught by Texas A&M business faculty members and experts from industry.