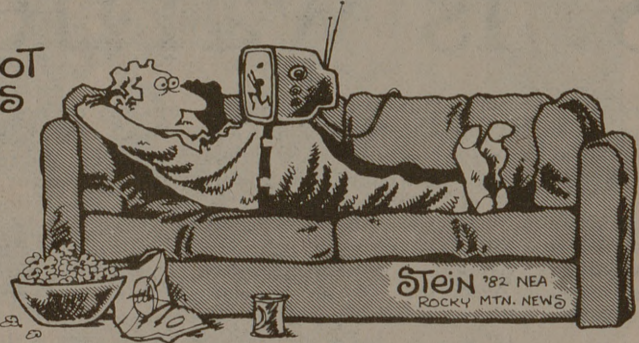


I THOUGHT IT'D BE KIND OF NICE WITHOUT FOOTBALL-- a LITTLE RELIEF FROM SPOILED, OVERPAID ATHLETES, EXPLOITATIVE COACHES, AND THE WHOLE SPECTACLE OF PURE SPORT RUINED BY GREED...

...BUT I FORGOT THE COLLEGES WERE STILL PLAYING.



Bedtime for business schools

by Maxwell Glen and Cody Shearer

Neither of us ever had the urge to pursue a master's degree in business administration, but we know plenty of friends who've done so.

While they could have studied medicine or law with equal devotion, they chose a profession in which no one apologizes for making quick money.

Unfortunately, as America has become desperate for far-sighted business leadership, we've had little reason to believe that this attitude will change much. Though business schools are trying to cultivate a new breed of manager, American business is doing relatively little to return the favor.

It's been almost two and a half years since Harvard professors Robert H. Hayes and William J. Abernathy rattled Corporate America with the calm in the Harvard Business Review that company executives — more than labor leaders, environmentalists and government regulators — had "managed our way to economic decline." Some critics said that the Hayes-Abernathy line — that U.S. executives had emphasized short-term profits at the expense of longer-term technological investments — was nothing new for anyone familiar with the decline of American steel and automobiles.

But the professors' timing couldn't have been more important for graduate programs charged with training the next generation of Thomas Watsons (IBM) and Roger Smiths (General Motors). In the 1970's, after all, the number of MBA enrollments, applicants and graduates had more than doubled. An increasing number of young professionals were an-

xious to become managerial mercenaries just as Hayes and Abernathy were blaming the nation's troubles on a rampant, shortsighted killer instinct.

While Hayes and Abernathy may not be entirely responsible, their concerns have since then permeated most MBA programs, from admissions policy to curriculum. "It's clear that we have to be a part of the solution," said Everett T. Keech, a dean at the University of Pennsylvania's Wharton School.

Nowadays, prospective MBA students can't rely on grades alone; job experience, liberal arts training and — surprise — personal qualities are increasingly important in the selection process. Once enrolled, they might also discover that worker performance, quality control and production technique, long considered too blue-collar for the would-be professional manager, have earned new emphasis in graduate program curricula. Meanwhile, the once-elective courses in "corporate responsibility" are now often requirements.

Overall, numerous business school deans admit, a shift in perspective from short- to long-term profit is taking place. "In the '60's, it was go, go, buy and sell," recalled John Rosenblum, acting dean of the business program at the University of Virginia. "You're getting a different message in the '80's." Added John C. Burton of Columbia University: "There's a greater emphasis on the need to be patient."

Nonetheless, business school graduates are going where the jobs are. According to an estimate by the Association of MBA Executives, two thirds of all business school graduates enter finance, marketing, accounting or consulting, as opposed to 10 percent who become "gen-

eral managers." Among the more prestigious schools, the distribution is more skewed: Of Harvard's 570 recipients last year, 246 found jobs in finance and marketing; only 26 in production and service operations.

"It's the money," moaned Harvard's Robert B. Reich, an industrial expert favored by Democrats. "Until some priorities change, you're not going to see any change" in placement.

Meanwhile, the never-ending merger activity only reinforces the notion that businessmen have to be — and businesses diversified — in this country's economy. In 1982, reports, major mergers are up 15 percent over this time last year. "I'm just in with Bill Agee," said one business dean of the Bendix Corp. chairman recalling the Detroit firm's publicized attempt to acquire Marietta Corp. "All he's done is how much we're cannibalizing ourselves."

Indeed, in a culture that idolizes fast-track experiences of an Agnew Z. DeLorean, even the best B-school do little to assure pennywisdom and, hence, two qualities which seem to have served Japan Inc.'s interests quite well.

Only time will tell whether the efforts to breed a better business practice have engendered philosophical practices which yield long-term results.

But a pervasive economic uncertainty among tomorrow's business leaders only dampen their faith in approaches. Unless the business dares to experiment, its best and best may decide that patience, virtue, has no value.

Reagan remembers the Depression

by Helen Thomas

WASHINGTON — President Reagan likes to point out that he remembers the Great Depression and the personal hardships it inflicted.

He has repeatedly recalled that his father, Jack Reagan, was fired on Christmas eve in that era. So the need for a job is not alien to the president.

"I remember what it's like to be 21 and to feel your future has been mortgaged by the generation before you," he said in last week's radio address. "That's a terrible tragedy we must never allow to happen again."

In a new Reagan biography by Washington Post correspondent Lou Cannon, it is noteworthy that the president's father, an ardent Franklin Roosevelt fan, worked in the local welfare office, passing out government assistance to the needy.

In those days, it is doubtful that Reagan thought of the New Deal projects as "make work and dead end," but as life savers. But over the years he has developed a visceral feeling against government-sponsored jobs and programs that eased millions over the hump in those dark days.

With 11.5 million persons unemployed, many lawmakers on Capitol Hill are beginning to wonder what is the nation's tolerable level for joblessness, and when does it become less than tolerable. They also are seriously considering whether a program to put people to work building and repairing highways, bridges and dams is in order.

The House Democratic leadership has been in the forefront of such a proposal. The Senate Republicans are coming around to it.

Whether Reagan can swallow it is not certain. His spokesman describe such programs as a "quick fix" and say that he is seeking a permanent solution to the nation's economic plight.

But a "permanent solution" to unemployment requires a permanent prosperity for this country and no economist on the current

scene has offered the key to that door.

So far, administration officials have tried not to get too far out on a limb in rejecting moves to have the government create hundreds of thousands of new jobs. They don't know when they might have to compromise.

Chief White House spokesman Larry Speakes told reporters that the New Deal projects did not work. He said that a job like that "plays out after six months and dumps the people back out on the labor market, sort of the type that the Democrats from time to time introduced, and very similar to those they have been putting out here for 40 years that have not worked and had a steady increase of unemployment over 40 years."

When he was asked whether creation of jobs for building highways and other public projects were "dead end," he replied: "Let's just wait and see how all these things come out."

But while the White House appears to be trying to hold the line, the Senate GOP leaders are reading the midterm election results in a different way.

They are considering a proposal for a \$5 billion program that would be offset by cuts in military spending.

The projected increases in defense spending so far is sacrosanct with Reagan and he remains adamant against any reductions, claiming the United States has to play catch up with the Soviets from earlier budget cuts.

"In our efforts to revive our economy, jobs must be our most urgent priority and lasting solutions must be our constant and consistent principle," Reagan said in his broadcast.

"How deeply I wish that we could relieve our current situation with some immediate magic method," he said. But Reagan added that there is "a new spirit building of optimism and hope for America's future."

He is asking the unemployed to hang in there while he stays the course.

With a long cold winter coming up, even temporary solutions may be better than none in sight.



Ink stains on pages of time

by Dick West

WASHINGTON — Watching a national championship Monopoly game is a bit like watching a red ant crawling along the beach with a sprig of dune grass.

After the first hour or so, or however long it takes for the initial excitement to wear off, a casual spectator's interest begins to flag.

Even tense negotiations between the owners of "Marvin Gardens" and "St. James Place" sound like routine real estate shop talk.

A couple of things about the sixth national Monopoly tournament held this week at the Corcoran Art Gallery did hold my attention, however.

1. There were no space invaders zapping St. James Place.

2. At no time did Pac-Man threaten to gobble up Marvin Gardens, although Jerome Dausman of Arlington, Va., the ultimate winner, did a pretty good job of it.

It took Dausman, the District of Columbia champion, a little more than two hours to polish off four other finalists. Which, by some standards, is moving right along.

According to the Guinness Book of Records, the longest Monopoly game ever played lasted 51 days. I, frankly, probably would have started yawning after the first fortnight.

If Monopoly, invented in 1933, is not the granddaddy of all board games, it at least occupies a high limb on the family tree. Yet in this era of gung-ho promotion of video games, a surprisingly large number of young people are Monopoly masters.

During a break in the action, or what passes

for action at a Monopoly tournament, I asked an eliminated contestant, 15-year-old Troy Dunn of Dover, Del., to fill me in on some of the fine points.

Here are some of the points he made: — The game is about 60 percent luck. (Another young state champion, seventh-grader Ricky Wooster of Billings, Mont., estimated the luck factor at 90 percent.)

— Schoolboys who excel at arcade games are bigger hits with girls than boys who excel at board games.

— President Reagan probably would not rank as a world class Monopoly player. ("Look what he did to the economy," young Troy commented, exhibiting perhaps an incipient political bias.)

Most of the younger players I talked with confided that they really preferred video games. Possibly the latter games are easier to relate to. Anyway, I asked a tournament official whether Parker Brothers, the Monopoly copyright holder, had any plans to go electronic.

"We feel that television would take away the social atmosphere that Monopoly creates," he replied, somewhat haughtily.

Later, however, he told me the company may one day enter the arcade field with a game that preserves the form and "spirit" of Monopoly.

For what it may be worth, the tournament was held in a section of the gallery devoted to traditional, or lifelike, paintings.

In Monopoly, "Vermont Avenue" still has a depression-level \$100 price tag. Which isn't terribly lifelike. That sum would hardly buy a

blue chip in today's Atlantic City casino. Indeed, most Monopoly prices are closer to a teenage player's wifance than to ocean resort property.



"Next time around, I want to be like you — protected from life's realities"

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