1941

Problem: a study of the curriculum of Bay Path Institute from the date of its inception in 1898 to the present: with reasons for adding or dropping courses and with the idea of determining what the curriculum in 1950 will be.

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PROBLEM: A STUDY OF THE CURRICULUM OF BAY PATH INSTITUTE FROM THE DATE OF ITS INCEPTION IN 1898 TO THE PRESENT, WITH REASONS FOR ADDING OR DROPPING COURSES AND WITH THE IDEA OF DETERMINING WHAT THE CURRICULUM IN 1960 WILL BE

FATZINGER - 1941
PROBLEM: A study of the curriculum of Bay Path Institute from the date of its inception in 1898 to the present, with reasons for adding or dropping courses and with the idea of determining what the curriculum in 1950 will be.

BY

HENRY N. FATZINGER

IN SATISFACTION OF THE PROBLEM REQUIREMENT FOR THE DEGREE OF MASTER OF SCIENCE AT MASSACHUSETTS STATE COLLEGE.

AMHERST
1941
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INTRODUCTION

The purpose of this problem is to find justification for the changes of courses in Bay Path Institute during its forty-three years of existence.

Having been a member of the faculty for five years and expecting to continue as a member, I am interested in the future work of the Institute.

During the years from 1898 to the present, many changes have come about in the business world, and in order to supply business with competent workers, it has been necessary to keep the teaching standards of the school abreast of the times.

How that has been done and why, and what of the years ahead, 1950 for example, is very much worth the knowing and is the justification of this study.

So in this study I have shown the changes in courses and policies of the Institute, what the changes were and when and why they occurred.

The final effort has been to put all the facts together and on the basis of the facts attempt to forecast the curriculum of the Institute in 1950 or 1960.
STATEMENT OF PROCEDURE

The problem, then, is to forecast as well as possible what subjects will be offered in the two-year Business Administration and Secretarial Science courses at Bay Path Institute by 1950-60.

With this thought in mind, the writer proceeded to study the curriculum of the school at ten-year intervals beginning with 1905, noting changes through gains and losses of courses in the two named curricula.

Since the two courses for which the forecast is to be made were not offered until 1922, the writer studied the general course of study of the Institute from 1905 to 1922, and then the course of study in the two-year Business Administration and Secretarial Science courses from 1922 to 1940. Following this the predicted changes by 1950-60 are noted.
GENERAL CURRICULUM AT BAY PATH INSTITUTE IN 1905

Length-One Year

BUSINESS DEPARTMENT

Commercial Arithmetic
Spelling
Penmanship
English Composition
Business Correspondence
Accounting
Commercial Geography
Commercial Law

STENOGRAPHIC DEPARTMENT

Shorthand
Typewriting
At its inception the school offered two courses—a General Business course and a Stenographic course.

In 1905 the stress on the Business course was not so much Accounting, but rather English. Spelling, English Composition, and Business Correspondence were all given thirty-five years ago. It is interesting to note also that all but one subject of the Business course, namely, Commercial Geography, are found in the Business Administration course of the school to-day.

It is also interesting to note that in 1905 in the Stenographic course only Shorthand and Typewriting were taught.
CURRICULUM AT BAY PATH INSTITUTE IN 1915

Term - One Year

BUSINESS DEPARTMENT

Bookkeeping
*Business Forms
Commercial Arithmetic
*Rapid Calculation
Penmanship
Spelling
English
Commercial Law
Commercial Geography
*Cost Accounting

STENOGRAPHIC DEPARTMENT

Shorthand
*Office Practice
Typewriting
*English
*Penmanship
*Spelling

*New subjects added since 1905
From 1905 - 1915 a greater change took place in the Stenographic Course than in the Business Training Course. To Shorthand and Typewriting which were the only subjects offered in 1905 were added by 1915 Office Practice, English, Penmanship, and Spelling. This was due primarily to the fact that a stenographer between 1905 - 1915 was called upon to do more than just type letters. It was necessary for her to do most of the office work also. Bay Path, realizing the needs, set out to train its students to fill the gaps left open in 1905.

In the Business Training Course from 1905 - 1915, the school added Rapid Calculation and Cost Accounting, and added to its Business Correspondence Course, Business Forms, changing the name of the course from Business Correspondence to Business Forms. Here again it was found that up to 1905 business forms were quite standardized, but with the increasing amount of accounting that was put into use from 1905 - 1915, many types of business forms were necessary. This was particularly true when the course in Cost Accounting was included in the curriculum, and in order to have graduates qualified to carry out all forms of accounting work, Business Forms was included.
The adding of Cost Accounting to the Business Course was a step forward for it was about 1910 that business in Springfield began using Cost Accounting. The owners of the school saw the possibilities of such a course in the school program and the fact that Cost Accounting is still included in the present-day curriculum has proven that their choice of the course was well founded.

**PERMANENT RECORD CARDS**

In 1914 the first permanent record cards were begun. Up to this time no record of the academic work any student did was kept, but in 1914 a record card showing the average grade a student obtained in all his subjects was recorded monthly. For instance, if a student took Commercial Arithmetic, Spelling, English Composition, Accounting, and other subjects, his record of all subjects was averaged and he was given the average as a grade.

This system continued until 1921 when a record according to subjects was tabulated. With the inception of the two-year courses a more extensive record was kept. The monthly grade was done away with and a final grade was
recorded in each subject. The demand for transcripts for those who wanted to transfer to colleges, and the popular demand of the business men for records of students they were to employ, along with the desire of the principal to have a permanent record of all students at the Institute, caused this revision of the report cards.

In 1926 the grades in subjects completed, along with the number of clock hours given for each course, was recorded on the report cards, and in 1931 the typing speed of each student and the typing awards earned were added to the report cards. The permanent record cards of 1936 included the last revisions to date and, in addition to the previous information, these new cards also provided for extracurricular activity marks.
CURRICULUM ENLARGED

SUBJECTS INCLUDED IN A TWO-YEAR SECRETARIAL SCIENCE COURSE IN 1925

First Year

Bookkeeping I, II, III
Commercial Arithmetic
*Economics
English
*History of Commerce
Penmanship
*Salesmanship
*Advertising I
*Psychology
Shorthand
Typewriting
Spelling

Second Year

Accounting I, II, IV
Business English & Correspondence
Commercial Geography
Commercial Law
Filing & Cataloging
*Office Organization
  Shorthand (Dictation, Stenographic Office Projects, etc.)
  Secretarial Duties (Office Transcription & Business Projects)
  Typewriting (Transcription)
*Mechanical Accounting, Calculating, etc.

*New subjects added since 1915

For graduation, sixty-four credit hours required per year—total one hundred twenty-eight
CURRICULUM ENLARGED

SUBJECTS INCLUDED IN A TWO-YEAR BUSINESS ADMINISTRATION COURSE IN 1925

First Year

- Bookkeeping I, II, III
- Commercial Arithmetic
- *Business Statistics
- *Advertising I
- *Economics
- English
- *History of Commerce
- *Marketing
- *Office Organization
- Penmanship
- *Psychology
- *Salesmanship I & II
- Spelling

Second Year

- *Accounting I, II, III, V
- *Business Administration & Management
- Business English & Correspondence
- Commercial Geography
- Commercial Law
- *Collections & Credits
- *Business Finance
- *Money & Banking
- *Investments
- *Insurance
- Typewriting
- *Mechanical Accounting, Calculating, etc.

*New subjects added since 1915

For graduation, sixty-four credit hours required per year—total one hundred twenty-eight
CHANGES AND GROWTH 1915 - 1925

The years from 1915 to 1925 saw a great transition in the school. The enrollment of the school increased and along with that the tuition was increased from $12.50 for 4 weeks in 1915 to $25 for 4 weeks in 1925.

In 1922 along with the Standard Business Training Course and Stenographic Course, the school adopted four two-year courses, the Business Administration Course, the Accounting-Finance Course, the Secretarial Science Course, and the Normal-Secretarial Course. Since the Normal-Secretarial Course was organized primarily to train graduates to take teaching positions in high schools and other private business schools, I am excluding it from this study, and since the Accounting-Finance Course includes all but a few lecture courses given in the Business Administration Course and for which are substituted Accounting Problems and Certified Public Accounting training, I have excluded it and have studied the Business Administration Course which is the general business course and the Secretarial Science Course which is the outstanding secretarial course given at Bay Path.

Business Statistics, Advertising, Economics, History of Commerce, Marketing, Office Organization, Psychology, and Salesmanship were all new courses offered in the first year.
of the Business Administration Course. The purpose of all these courses was to give the student a better knowledge of the "how" and "why" of business. Salesmanship and Advertising were put in by popular demand from the business men, while the other subjects were added to give the student a broader knowledge of business.

In the second year of the Business Administration Course four different Accounting Courses were added in addition to the Bookkeeping Courses offered the first year. These courses were a continuation of the original bookkeeping courses but were given accounting names. In addition to these Accounting Courses, Business Administration & Management, Credits and Collections, Business Finance, Money and Banking, Investments, Salesmanship, Insurance, and instructions in the operating of the mechanical business machines were also added. The instruction in business machines justified itself inasmuch as many businesses now had machines of one kind or other. The other subjects were added because of the broad field in business training and because many business men wanted employees with a very broad business knowledge. The policy of the school from this time to the present date has been, give the business man what he wants, and the principal still insists that it is the businessman who sets the standards of
Bay Path and to a great degree dictates its curriculum.

The course in Salesmanship was included in the curriculum in order to better train students to learn the needs of the office. Bay Path realized that at about this time many students who had the academic knowledge and had acquired skill in typewriting and shorthand were not holding their jobs because of the lack of certain personality traits. The Salesmanship Course provided for the training of such personality traits as co-operation, poise, tact in office procedure, and the ability to mix with fellow workers.

This course was the first of its kind given in the history of the school and was followed by Personality Development and Business Behavior, two other courses which deal with the development of personality traits. With the development of an extracurricular program from 1922 to the present, it is believed that Bay Path students now graduating have a well-balanced training.

The 1925 catalog stated, "Accounting to-day does not only demand the ability for one to know how to keep a set of books, but also requires the knowledge of modern business administration and the necessity for complete and reliable statistics."

All but five of the subjects given in 1925, namely, Investments, Office Organization, Insurance, Business
Statistics, and History of Commerce proved themselves, and these five were absorbed by other courses. Business Administration and Management absorbed Office Organization and Insurance, Business Finance absorbed Business Statistics, Money and Banking absorbed Investments, and History of Commerce was absorbed by Analysis of American Industry.

In the Secretarial Science Course the same subjects were given as in the Business Administration Course with the exception of Business Statistics, Marketing, Business Administration and Management, Business Finance, Money and Banking, Investments and Insurance. These courses were replaced by Filing and Cataloging, Shorthand, and more Typewriting.
SUBJECTS INCLUDED IN A TWO-YEAR SECRETARIAL SCIENCE COURSE IN 1935

First Year

Accounting I (Bookkeeping I, II, III)
*Accounting IV (Secretarial Accounting)
Business Arithmetic
Calculating Machines
Economics
English (Vocabulary Building)
English II
*English III (Business Literature)
Penmanship
Shorthand & *Stenotyping
Typewriting I

Second Year

Advertising I (Principles of Advertising)
*Business Administration (Business Organization)
Business Law I
*Business Practice & Office Machines
Business Psychology
English IV
Filing & Cataloging
Salesmanship I
Secretarial Duties
Secretarial Projects (Office Procedure)
Shorthand Dictation
Typewriting II (Speed & Transcription)
*Typewriting III (Advanced Speed & Transcription)

*New courses added since 1925

For graduation, sixty-two credit hours required first year, sixty-four second year—total one hundred twenty-six
SUBJECTS INCLUDED IN A TWO-YEAR BUSINESS ADMINISTRATION COURSE IN 1935

First Year

Accounting I (Bookkeeping I, II, III)
Accounting II (Corporation Accounting)
Accounting V (Advanced Accounting A)
Accounting VII (Cost Accounting B)
Advertising I (Principles of Advertising)
Business Administration (Business Organization)
Business Arithmetic
Calculating Machines
Economics
English I (Vocabulary Building)
English II (Grammar & Composition)
Marketing
Penmanship
Salesmanship I (Principles of Salesmanship)

Second Year

Accounting V (Advanced Accounting A) Concluded
*Accounting VI (Advanced Accounting B)
*Accounting X (Income Tax A)
*Accounting XI (Income Tax B)
Business Administration II (Management Problems)
*Business Administration III (Analysis of American Industry)
Business Finance
Business Law I
Business Psychology
Credits & Collections
English IV (Business Correspondence)
Typewriting I (Theory Technique)
*Typewriting V & VI (Applied Typing)

*New courses added since 1925

For graduation, sixty-four credit hours required per year—total one hundred twenty-eight
CHANGES AND GROWTH 1925 - 1935

From 1925 to 1935 the needs for accounting increased, and, along with Elementary, Cost, and Advanced Accounting, Income Tax Accounting was included in the curriculum. Since the number of credits for graduation had now definitely been set, it was necessary to drop such courses as Insurance, Credits and Collections, Money and Banking, Business Statistics, Investments, Advertising (which became a part of the Business Administration and Management Course), and Commercial Geography. A great deal more time was given to Typewriting along with Advanced Accounting. When Commercial Geography was eliminated from the curriculum, it stayed out because of the little comparative value it had to the office worker. Business Statistics, History of Commerce, Investments, and Insurance were dropped permanently too, because it was felt that too much time was devoted to these subjects in proportion to the amount of use they had generally in business. As previously stated, parts of the subjects were absorbed by other subjects in the curriculum.

Credits and Collections, and Money and Banking were made electives and, even though they were not included in the
course of study each year, if there was a demand for the subject, it was given. I gave the course Money and Banking two years ago to a group of sixteen seniors who had taken all the lecture subjects, but required two more credits for graduation. The same is true with the course Credits and Collections, this course being given this present school year. Credits and Collections has, however, found its way back into the course of study.

In the Business Administration Course of 1935, in addition to Income Tax Accounting, another Advanced Accounting Course was added because of popular demand from businessmen. Applied Typewriting was also added to the course which included the filling in of business forms and legal typing. These three courses prepared the student to carry on the work in the average business office and made him a more desirable applicant for a position.

In the Secretarial Science Course, Business Literature (which was later dropped because of its indirect advantage to business and because other subjects were felt to be more important), Business Administration, and Advanced Speed and Transcription in Typewriting were added. The secretary, now, had to know something about the organization of a business and thus including Business Administration was justified, while Advanced Speed and Transcription in typing were included to increase the skills of the student in the respective fields.
SUBJECTS INCLUDED IN A TWO-YEAR SECRETARIAL SCIENCE COURSE IN 1940

First Year

Accounting II (Principles of Accounting)
*Accounting XVIII (Social Security)
Business Arithmetic
Business Law
Calculating Machines
Economics
English I
English II
*Introduction to Business
Penmanship
Salesmanship
Shorthand & Stenotyping
*Typewriting I

Second Year

Business Administration I (Organization)
*Business Administration IV (Developing Executive Ability)
Business Practice
*Personality Development
English IV (Business Correspondence)
Filing & Cataloging
Secretarial Projects (Office Procedure)
Shorthand Dictation
Typewriting II (Speed & Transcription)
Typewriting III (Advanced Speed & Transcription)
*Business Behavior

*New courses added since 1935

For graduation, sixty-two credit hours required per year—total one hundred twenty-four
SUBJECTS INCLUDED IN A TWO-YEAR BUSINESS ADMINISTRATION COURSE IN 1940

First Year

Accounting I (Introductory Accounting)
Accounting III (Corporation Accounting)
Accounting V (Advanced Accounting A)
Accounting VII (Cost Accounting B)
*Accounting XVIII (Social Security)
Business Arithmetic
Business Law
Calculating Machines
Economics
English I (Vocabulary Building)
English II (Grammar & Composition)
*Introduction to Business
Penmanship
Typewriting I (Theory Technique)

Second Year

Accounting V (Advanced Accounting A) Concluded
Accounting X (Income Tax A)
Accounting XI (Income Tax B)
Business Administration I (Organization)
Business Administration II (Management Problems)
*Business Administration IV (Developing Executive Ability)
Business Finance
Credits & Collections
English IV (Business Correspondence)
Marketing
*Office Appliances
*Personality Development
Salesmanship I
Salesmanship II
Typewriting I (Theory Technique) Concluded
Typewriting V & VI (Applied, Legal)

*New courses added since 1935

For graduation, sixty-four credit hours required per year—total one hundred twenty-eight
IMPORTANT CHANGES 1935 - 1941

During the past six years from 1935 to the present, there have been several important changes in the course of study for both the Business Administration students and Secretarial Science students. Because of the statistical data collected and received by Bay Path regarding the causes of failures in secretarial and accounting or general business positions, which definitely proved that the failures were due to personality and character traits, rather than lack of specific skills, a course in Personality Development replaced Business Psychology. The purpose of the Personality Development Course was to help the students analyze themselves in regard to their personality and character, find out where they were weak, and help them to develop stronger personalities by overcoming their weaknesses. This course has proved itself to be very effective and is given in most of the business courses at Bay Path.

There was also a transition in the Salesmanship course. Previous to 1935 Salesmanship and Advertising dealt more with tangibles, but since 1935 Advertising was excluded, and the individual was the product considered to be sold. This course provides for a study of one's self, the intangibles that all of us have to sell, and how we go about selling them. It also includes the study of what the business man has to sell and how
to apply the things learned in salesmanship to the average business.

In 1938 because of the increased demand for people to sell themselves as a result of the increased competition in that field, Bay Path incorporated a course known as Business Behavior. It was called that for want of a better name. This course was primarily included in the Secretarial Science Course because it was in the field of stenography and typewriting that most of our graduates who lost their jobs occurred. In a survey made by the placement manager regarding the loss of jobs of graduates he placed, he found that most of them were young women, that many of the young women had taken the two-year Secretarial Science Course, and that the causes for dismissal were primarily lack of co-operation, fooling with the boys, and other minor personality traits. The course in Business Behavior was to try to help students overcome many of these faults, and I was asked to teach the course.

After searching through many books relating to that field, I finally chose as my guiding text, "The Strategy of Job Finding," by Lyons and Martin, and published by Prentice Hall in 1939. The course of study is divided into three parts: Who am I, What do I Want, and Where do I Fit? In it the student learns to know himself, makes up a personal balance sheet, studies an analysis of the many different kinds of jobs in the different branches of business, and upon graduating tries to
fit himself for a particular job. Before the student ever goes out looking for a job, he learns that it is important to know a great deal about the company he is applying to. He gets to learn that there are two sides to every desk—the employer's and employee's, and studies the characteristics of both of them.

The many personality traits are again studied and weaknesses recognized and then overcome if possible. We at Bay Path learned that if we could train students to learn what will be expected of them when they go out on a certain job, it will be much easier for them to hold that job. Unfortunately we have not as yet had enough people from which to get accurate reports concerning the value of the course, but, whenever I see any student who has had the course and ask him if it has been of any value to him, the answer in every case is, "Yes." We feel quite certain that this course is going to satisfy a great need for Bay Path students, and our big problem now is how can we work it into the short courses as well as the two-year courses.

Another important subject added in 1938 which satisfied a great need of the students was the foundation course of Introduction to Business. This course gives students a general idea of the various types of business organizations; the formation, advantages and disadvantages; shows how the different
organizations are launched; discusses managerial control problems, labor relations problems; marketing methods and problems; financing methods and problems; and continues with problems in bankruptcy and readjustment; consolidation of enterprises.

The course has proven of much value to the beginning student, giving him a background for courses in Business Organization and Management, Business Finance, Accounting, and Economics. This course is given only to the two-year students, but it is hoped that in the not too distant future, it will be given in all courses.

The Accounting Department met a great need when it incorporated in its outline of study a course in Social Security. Every student taking an accounting course and all two-year students must take the Social Security Course. The need for this course is so imperative that in many instances students taking the Stenographic Course lose jobs because they know nothing about Social Security.
THE COURSE OF STUDY PREDICTED FOR BAY PATH INSTITUTE
IN A SECRETARIAL SCIENCE COURSE
IN 1950

First Year

Accounting (Principles of Accounting)
Accounting (Social Security)
Business Arithmetic
Business Law
Calculating Machines
Economics
English (Word Studies)
English (Grammar & Composition)
English (Correspondence)
English (To be determined)
Introduction to Business
Penmanship
Salesmanship
Shorthand & Stenotype
Typewriting

Second Year

Business Practice
Personality Development
English (To be determined)
Filing & Cataloging
Secretarial Projects (Office Procedure)
Shorthand Dictation
Typewriting (Speed & Transcription)
Business Behavior

I should like to include as electives:

Review of Business Mathematics
Developing Executive Ability
Business Organization & Management
THE COURSE OF STUDY PREDICTED FOR BAY PATH INSTITUTE
IN A BUSINESS ADMINISTRATION COURSE
IN 1950

First Year

Accounting (Introductory Accounting)
Accounting (Corporation Accounting)
Accounting (Advanced Accounting A)
Accounting (Cost Accounting B)
Accounting (Social Security)
Business Arithmetic
Business Law
Calculating Machines
Economics
English (Word Studies)
English (Grammar & Composition)
Introduction to Business
Penmanship
Typewriting
Electives - To be determined

Second Year

Accounting (Advanced Accounting A)
Accounting (Income Tax A)
Accounting (Income Tax B)
Business Administration (Business Organization & Management)
Business Administration (Developing Executive Ability)
Business Finance
Credits & Collections
English (Business Correspondence)
Marketing
Office Appliances
Personality Development
Salesmanship
Typewriting
Business Behavior
Electives - Shorthand and others to be determined
CONCLUSION

And now what about 1950 or 1960? What courses will be maintained, what ones dropped, and what added? The answer to the first question is comparatively simple. On pages 25 and 26 I have a list of the subjects that probably will be offered in 1950 or 1960. I have not given any numbers to the courses but merely names. The reason I included these subjects is because they have stood the test from year to year.

In the Secretarial Science Course I would make Business Administration and Management and Developing Executive Ability electives. I do not believe it is necessary to give these two courses in the Secretarial Science Course and would make room for some other courses that will be in demand.

In the Business Administration Course I believe that those subjects that have stood the test for many years will remain and that Business Behavior will definitely be included in not only the Business Administration Course but all courses given at Bay Path Institute.

The subjects as listed here with the exception of electives are the courses which have been tested and tried over the years of the school's history. The electives in the first year of the Business Administration Course are to be selected as time goes on, but Shorthand has proved itself for about fifty
per cent of the Business Administration students, and, since it will be impossible for everyone to acquire Shorthand skill because of a poor English background, I have maintained it as an elective.

In the Secretarial Science Course, Developing Executive Ability, and Business Organization and Management are not essential for all in the opinion of the writer, and a Review of Business Mathematics, I believe, would be of much greater value to the students of this course. Therefore, I would include these three courses among the electives. The others have definitely proved themselves by use in the school.
APPROVED BY:

W. W. Welles

DATE May 31, 1941