THE LIBERAL ARTS GRADUATE AND THE BUSINESS COMMUNITY**

1. The Recruited and the Recruitment Process


This is a report of a research project involving the responses of 384 students and 325 recruiters to a questionnaire developed to identify the differences and similarities between what the recruiters said about their companies and what the student-hires believed. Analysis of the responses led to the conclusion that students “have come to view the start of a career in business with considerably more wariness, even cynicism, than recruiters are aware.”


This “portrait” of the senior class of 1961 is based on data secured from a sampling of 33,982 of its members, seventy-seven percent of whom indicated immediate or future plans for going to graduate or professional schools. It is primarily an analysis of what kinds of students planned to do postgraduate work and of their preferred fields of specialization. Of particular interest is the fact that only eighteen percent of these students anticipated careers in business and that their preferred career values minimized economic security and emphasized service to others, work with people, and creativity.


A Sears, Roebuck Vice President criticizes the lack of direction of today’s college graduate and suggests what might be done to help him. He thinks that businessmen and educators might cooperate to “(1) build the student’s understanding of the business world; (2) make more attempts to contact the liberally educated student who is not

* Compiled by Hazel C. Benjamin, Librarian.
** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
now aware of what business is all about; (3) help to build the stature of business' contact on the campus, the placement director."


The text of a Green Foundation Lecture which is concerned with the importance of, and ways of producing, excellence in management. Mr. Kappel reports that, as a result of long-term research, the Bell system more and more looks to the top half of the graduating class in recruiting managerial employees, having found that the single most reliable predictor of career success is rank in graduating class. He also discusses briefly steps taken within the Bell companies to improve development of young men after hiring.


Reports the findings of an investigation into how selected industrial concerns determine the number of college graduates they wish to hire, the quality and type of men they seek, and how they determine the supply of potential managers and specialists already on hand.


Although this study was made at the Michigan University School of Business Administration, much of the material should be suggestive to any company which conducts interviews on campus based, as it is, on data regarding both company practices and student reactions to recruiting interviews and recruiting brochures.


A discussion of the reasons why college graduates are now flocking into graduate schools, rather than into industry. Among the reasons suggested are increased emphasis on the value of graduate studies, ample scholarships, search for challenging and meaningful work, disenchantment with business as "a mecca for the 'creative minds'" and with company executive training programs. Mentions some of the new approaches which company recruiters are trying.


Although company demand for college graduates is growing faster than the number of graduates, an increasing percentage of them are shunning business careers. There is a "general atmosphere of scorn for business" on the campus, and company recruiters find they must com-
pete with graduate schools for the ablest students. This situation has led some companies to revise their recruiting itineraries and “to gear their recruiting pitch to trends in student opinion.”

2. THE NEW RECRUIT IN INDUSTRY


A study of twenty-six training programs in fourteen nationally known companies which are doing a superior training job and particularly of the reactions of 1074 graduates to these programs. Among the most significant findings are that “if management is able to assign its graduates to jobs for which they feel qualified and which call forth their best effort, it will have accomplished the single most crucial matter in building their morale and job satisfaction” and (2) that on-the-job training “was favored by the graduates by a wide margin.”


A member of the faculty at Massachusetts Institute of Technology argues that “the expectations and needs of the college graduate and the expectations and needs of the organization are sufficiently out of line with each other that a considerable danger exists of both parties landing in the trap of a self-defeating induction and training program.” He believes that it is up to the organization to create a constructive approach to the problem which “will utilize rather than defeat the very qualities” which make the college graduate valuable.

3. EDUCATION FOR BUSINESS LEADERSHIP AND THE LIBERAL ARTS

Bond, Floyd A., Dick A. Leabo, and Alfred W. Swinyard. *Preparation for business leadership, views of top executives.* Ann Arbor. Bureau of Business Research, Graduate School of Business Administration, University of Michigan. 1964. 69 pp. $2.00. (Michigan Business Reports No. 43.)

Presents the views of sixty-six chief executive officers of leading American corporations regarding the kind of education most useful for business leaders. In general, they favored an education “broad in nature and professional in character,” a type which “could not be achieved by the typical liberal arts education.”

A convenient compilation of articles by some of the chief proponents of liberal education for executives. According to the introduction, "the argument pursued is that executives need to appropriate values from liberal education without getting the idea that they are either going over to it as the whole of their training, or wholly taking it over as an adjunct to their vocational development."


Discusses various ways in which some business leaders say about the value of a liberal education conflicts with the academic realities and with the practices and apparent expectations of the business community.

The Michigan Quarterly Review, Spring, 1965. "Business and the humanities; a symposium." pp. 77-105. (Reprints available from Dr. John Ball, Acting Executive Director, Humanities Center for Liberal Education in an Industrial Society, 2736 E. Grand River Ave., East Lansing, Mich.)

These eight papers were presented at a seminar by prominent businessmen and educators. They are primarily concerned with the role of the humanities in the solution of the social problems of today, the nature of a liberal education, how well the colleges are providing such an education, and what business executives regard as the value of training in the humanities for the development of managerial competence.


This contains the proposals which the author prepared for the Bell Telephone Company of Pennsylvania. It discusses the justification for corporate interest in liberal arts education for executives and the values which may be expected from such an undertaking for both the individuals and the corporation. It then develops the principles in accordance with which such a development program might be organized within a liberal arts college, the content of the program, and the educational techniques to be used.

Randall, Clarence B. A businessman looks at the liberal arts. White Plains, N.Y. Fund for Adult Education. 1957. 44 pp. (Request from Office for FAE Reports, Ford Foundation, 422 Madison Ave., New York, N.Y. 10022.)

Three lectures which develop the theme that a general education is sound preparation for a business career. While not underrating the value of scientific and technical training to industry, the author feels that a better balance in recruiting college graduates is needed, and he states what he believes to be the specific abilities which the young liberal arts graduate can offer to his employer.