JAMES A. GRAASKAMP COLLECTION OF TEACHING MATERIALS

III. REAL ESTATE DEPARTMENT ADMINISTRATION

H. Course Development

3. Development of New Course (focus on the 1975 establishment of "Real Estate Administration: Public and Corporate Institutions"

Index

March 3, 1975

James L. Hayes, President
American Management Association
135 West 50th Street
New York, New York 10020

Dear Mr. Hayes:

I would like to know if there has been an update to Management Bulletin 105, "Managing Corporate Real Estate." We are formulating a graduate level course on the subject and are eager to collect relevant articles and materials.

Thank you very much.

Yours truly,

James A. Graaskamp
Chairman, Department of Real Estate
and Urban Land Economics

JAG:gr

UNITED STATES POSTAL SERVICE

CENTRAL REGIONAL OFFICE
CHICAGO, IL 60699

March 10, 1975

Professor J. A. Graaskamp, RE and Urban Land Economics
University of Wisconsin-Madison Graduate School of Business
1155 Observatory Drive
Madison, Wisconsin 53706

Dear Professor Graaskamp:

I have your March 5 letter asking many penetrating questions, and am impressed with the material of your new course. I wish I could afford the time to provide you with the relevant materials you request. Unfortunately, no such time is available.

My answers to your specific questions follow, in numerical sequence:

1) It takes 80 hours of training to explain space requirements to those already familiar with space problems. It would probably take 16 hours of training to explain our own local priority system.

2) Yes, policy manuals exist, but are for internal use only.

3) Outside consultants are used for real estate appraisals.

4) Space needs are forecast by my staff, or the staff members of others, to the full extent required by the Capital Investment Committee. This means not only in terms of general square feet, but also in terms of specific allocations for each functional use, i.e. so many square feet for lobby, so many square feet for washroom, office, maintenance area, etc. These forecasts are based on the function to be served; consequently, such forecasts need to be made by knowledgeable people who are familiar with our operational needs.

5) Performance objectives are so varied that it would be complicated to use the measures suggested in your letter. Measurement is made on the basis of actual performance versus budgeted results. This is in terms of dollar commitments in various areas. In some cases it is done on the basis of numbers of projects completed versus last year's performance.

I do wish time were available to respond properly to your request; however, we would then be giving the course, and we are not in a position to do this.

Thank you for your inquiry and for your interest in our type of operation.

Sincerely,

K. O. William Sandberg

K. O. William Sandberg, Director
Real Estate and Buildings Department
kows:asb

UNITED STATES OF AMERICA
GENERAL SERVICES ADMINISTRATION

MAR 25 1975

Region 5
230 S. Dearborn Street
Chicago, IL 60604

Mr. James A. Graaskamp
Professor of Real Estate
and Urban Land Economics
University of Wisconsin-Madison
Graduate School of Business
1155 Observatory Drive
Madison, Wisconsin 53706

Dear Mr. Graaskamp:

Thank you for your letter of March 5 requesting information relative to your proposed Graduate Real Estate Program. Most of the functions you described are within the responsibilities of the Public Buildings Service of the General Services Administration. We have included copies of the following handbooks and/or publications for your information and review:

1. PBS P 1600.1, Acquisition of Leasehold Interests and Real Property
2. Relocation Assistance Handbook
3. Executive Order 11724
4. Disposal of Surplus Real Property

There are other publications that would likely be of interest to you including the Basic Laws and Authorities of the General Services Administration. At the present time we do not have extra copies of such publications but we will be glad to furnish them to you when they are available.

After reviewing the attached material you may wish to discuss Public Buildings Service functions further and I suggest you call Mr. Dennis J. Keilman, Director, Space Management Division at 312-353-5630. I am sure he will cooperate with you in this matter.

We appreciate your interests in our activities.

Sincerely,

FRANK RESNIK
Regional Administrator

Enclosures

Armstrong
CORK COMPANY

AREA CODE 717 | TELEPHONE 397-0611

LANCASTER, PA. 17604

March 27, 1975

Mr. James A. Graaskamp
Professor of Real Estate
and Urban Land Economics
University of Wisconsin-Madison
Graduate School of Business
1155 Observatory Drive
Madison, WI 53706

Dear Mr. Graaskamp:

This will acknowledge your separate letters to Dave Laubach and me regarding your request for assistance toward establishing a new graduate real estate program.

As soon as we get some priority business out of the way we will get together here at the Armstrong Real Estate Department and outline a meaningful response to you. Our response is intended to serve inquiries to both Dave and myself.

Very truly yours,

J. Kenneth Rankin
Assistant General Manager
Real Estate Department
Secretary's Office

KBL

OWENS-ILLINOIS

April 18, 1975

Mr. James A. Graaskamp
Professor of Real Estate
and Urban Land Economics
University of Wisconsin - Madison
1155 Observatory Drive
Madison, Wisconsin 53706

Re: INFORMATION RELATING TO COURSE ENTITLED REAL ESTATE ADMINISTRATION: PUBLIC AND CORPORATE INSTITUTIONS

Dear Professor Graaskamp:

This letter is in relation to your correspondence to me of March 5, 1975, regarding the above subject matter. I am enclosing numerous standard legal documents used by our company which I hope will be of use to you in your preparation of your new real estate course.

Shortly, I will also send on for your information comments with respect to the other matters and questions included in your aforementioned letter. I plan to incorporate comments and experiences of Hal Bolen, who is Director of Real Estate, Management and Development, and Jim Sterling, Director of Corporate Real Estate, both of whom have extensive experiences in all phases of corporate real estate. I hope these comments once I have compiled the same will be of help to you.

If you have any further questions in this regard, please don't hesitate to call me.

Respectfully yours,

OWENS-ILLINOIS, INC.

W. P. Bamford, Jr.

W. P. Bamford, Jr.
Attorney
Corporate Real Estate

WPB/lsd

Attachments

cc: Mr. H. D. Bolen
Mr. J. A. Sterling

Post Office Box 1035 Toledo, Ohio 43666 (419) 242-6543

CORPORATE HEADQUARTERS
8100 34TH AVENUE SOUTH, MINNEAPOLIS, MINNESOTA
MAILING ADDRESS • BOX O, MINNEAPOLIS, MINNESOTA 5544(

CONTROL DATA
CORPORATION

April 22, 1975

Mr. James A. Graaskamp
Professor of Real Estate & Urban Land Economics
University of Wisconsin - Madison
Graduate School of Business
1155 Observatory Drive
Madison, Wisconsin 53706

Dear Jim:

Your letter dated March 5, 1975 requesting information on the Corporate Real Estate organization at Control Data Corporation was received some time ago.

I am writing to assure you that we will respond in as complete a fashion as possible in the very near future.

Please accept my apologies for the delay.

Very truly yours,

CONTROL DATA CORPORATION

David O. Cornish

David O. Cornish, Consultant
Corporate Real Estate Department

eta

National Academy of Public Administration

1225 Connecticut Avenue, N.W., Washington, D.C. 20036

Phone: (202) 659-9165

April 22, 1975

Professor James A. Graaskamp
Chairman, Real Estate and
Urban Land Economics
Graduate School of Business
The University of Wisconsin
1155 Observatory Drive
Madison, Wisconsin 53706

Dear Professor Graaskamp:

In response to your letter of April 18, I regret that I am unable to give you any help with answers to your questions on Real Estate Administration. That is a field in which the Academy has done no studies and has no expertise.

I enclose, for your information, a copy of our 1974 Annual Report which will clarify the nature and role of the Academy.

Sincerely yours,

Roy W. Crawley

Roy W. Crawley
Executive Director

RWC:jrv
Enclosure

REAL ESTATE DEPARTMENT

United States Steel Corporation

600 GRANT STREET
PITTSBURGH, PENNSYLVANIA 15230

April 24, 1975

Mr. James A. Graaskamp
Professor of Real Estate and
Urban Land Economics
University of Wisconsin-Madison
1155 Observatory Drive
Madison, Wisconsin 53706

Dear Mr. Graaskamp:

In regard to your inquiry of March 5, 1975, all real estate functions in United States Steel Corporation are the responsibility of and are handled by the Real Estate Department.

These functions include:

Lease of office and warehouse space, including space planning and construction.
Acquisition of land, rights-of-way and easements for production, mining, or distribution activities.
Industrial Development activities.
Appraisals for credit and other purposes.
Management of Corporation-occupied office buildings.
Purchase and sale of houses of transferred employees.

The Real Estate Department also has the responsibility of managing the real property assets of the Corporation that are identified as surplus including leased office or warehouse space that becomes available for sublease.

All Corporation properties are classified on a central computer index in one of the following categories:

a. Active (required for operations)
b. Reserved (for future operations)
c. Available for transfer
d. Surplus

United States Steel Corporation

Periodic reviews are made of properties in the central index by the responsibility head to which the property is assigned. (In practice, many of these reviews are made by the Real Estate Department.) If it is determined a property is no longer required for current or future operations, it is transferred to the Real Estate Department either as available for transfer to another Corporate responsibility or as surplus to any Corporation needs.

The Real Estate Department determines if the property is needed by any other Corporation responsibility for operations, or if suitable for possible development by our USS Realty Development Division. If the property is not deemed suitable for any such Corporation use, it is then assigned for lease or sale. The Real Estate Department incurs all taxes, maintenance, depreciation and other carrying charges associated with the property, and receives credit for rental income and any gain or loss associated with the sale.

The Real Estate Department incurs all administrative expenses such as salaries, and travel expenses, and other expenses, such as outside services for appraisals, surveys, legal fees, etc. Other than the costs associated with the employee transfer and relocation program, no attempt is made to charge other Departments for real estate services. Instead the Real Estate Department expenses are distributed to operations as a part of the overall Corporation general and administrative expense.

Negotiations for the purchase, sale and/or lease of Corporate properties and the appraisal of same are handled by permanent in-house staff. Professional appraisers are used on larger pieces of industrial property and transferred employee homes.

The vast scope and complexity of real estate transactions necessitates the acquisition and development of highly competent negotiators whose success is primarily judged on the basis that the value of the completed transaction bears to prevailing market conditions for comparable transactions.

We hope that the above information will assist in the development of your new real estate course.

Very truly yours,

H. F. McCloy, Director
Real Estate Department

RFG/DEK/paa

UNITED STATES OF AMERICA
GENERAL SERVICES ADMINISTRATION

Region 5
219 S. Dearborn Street
Chicago, IL 60604

April 24, 1975

Mr. James A. Grasskamp
Professor of Real Estate
& Urban Land Economics
University of Wisconsin - Madison
Graduate School of Business
1155 Observatory Drive
Madison, WI 53706

Dear Mr. Grasskamp:

In follow up to Mr. Resnik's letter to you of March 25, 1975, we are enclosing copies of two further issuances for your information and review:

1. CSL P 5000.4B, Basic Laws and Authorities of the General Services Administration

2. PBS P 1600.5A, Acquisition of Real Property Except Leasehold Interests

If we can be of any further help, please do not hesitate to contact us.

Sincerely,

GERALD FINN
Chief, Acquisition Branch

Enclosures

Armstrong
CORK COMPANY

AREA CODE 717 | TELEPHONE 397-0611

LANCASTER, PA. 17604

May 1, 1975

Mr. James A. Graaskamp
Professor of Real Estate
and Urban Land Economics
University of Wisconsin-Madison
Graduate School of Business
1155 Observatory Drive
Madison, WI 53706

Dear Mr. Graaskamp:

We are hopeful that this letter will give you some of the assistance you requested in establishing your new course "Real Estate Administration: Public and Corporate Institutions."

We have a long standing corporate policy that does not permit sending copies of Company policies and procedures to others outside the organization, unless unusual circumstances are involved. However, we can give you our best answers to questions you presented in your recent letter:

1. Space priorities are established by the operating sales and manufacturing divisions of the Company. The Real Estate Department has a major role toward assisting on establishing these priorities. When we know the personnel and capacity forecasts of these operations we are qualified to project actual requirements and proceed to negotiate on this basis, after approval by operations management.

2. Yes, we have policy manuals which outline proper procedures for real estate acquisition, disposal or leasing.

3. We use outside consultants and agents when determined to be necessary to ultimately provide a better transaction for the Company. Generally, these situations are rare and occur when we feel that important local contacts or expertise is available that can accomplish tasks more effectively than those within our own organizations.

4. We forecast base needs through constant contact with operations and sales management. We develop their specific plans into overall corporate needs and act according to time schedules.

5. We avoid applying specific formulas in order to measure the performance of our Department, since they can be very misleading and because of rapid changes that are always taking place in all real estate activity. We measure our own performance during the year as a facility is being utilized by an operation, in terms of how productive the employees are, minimum distractions due to adverse conditions, available expansion and trend of the property as to real estate value. In summary, how does the real estate being used contribute to the prime operation objective of profit?

We wish you the best of luck in this endeavor and hope that those taking the course are given realistic viewpoints on corporate operations.

Very truly yours,

J. Kenneth Rankin

J. Kenneth Rankin
Assistant General Manager
Real Estate Department
Secretary's Office

KBL

OWENS-ILLINOIS

May 16, 1975

Mr. James A. Graaskamp
Professor of Real Estate
and Urban Land Economics
University of Wisconsin - Madison
1155 Observatory Drive
Madison, Wisconsin 53706

Re: INFORMATION RELATING TO COURSE ENTITLED REAL ESTATE ADMINISTRATION: PUBLIC AND CORPORATE INSTITUTIONS

Dear Professor Graaskamp:

This correspondence is in relation to my letter to you of April 18, 1975, in which I mentioned I would be sending on further comments from Hal Bolen, Director of Real Estate Management and Development, and Jim Sterling, Director of Corporate Real Estate. I have received information from Hal and Jim answering as many of the questions as possible included in your letter of March 5, 1975. The answers to your specific questions 1 through 5 are as follows:

1. How are space priorities established in your organization?

Priorities within the Owens-Illinois organization are established primarily on a five-year strategic plan. Even though Owens-Illinois has a long range ten-year plan, the perpetual updated five-year strategic plan is our major vehicle for establishing priorities. The five-year plan is more accurately refined by each division in our company's annual financial plan. Owens-Illinois' management has taken the position that the revolving five-year strategic plan as supplemented annually by the one-year financial plan gives us the most accurate method of establishing priorities.

2. Do you have policy manuals which outline proper procedures for real estate acquisition, disposal or leasing?

While our organization does not presently have a policy manual outlining all our procedures, we recognize the importance of such a manual and we are in fact in the process of preparing one.

3. When and to what extent do you use outside consultants and agents as opposed to permanent inhouse staff?

With regard to our use of outside consultants' expertise versus our inhouse staff, it is believed that the present mix is about 50/50. Our use of outside consultants (brokers and industrial development personnel as well as specialty planners) depends on the particular project assignment and their departmental workload. It is our intention to develop sufficient in-house expertise to have a lesser dependence on outside consultants. This is a typical corporate position.

4. To what extent are you expected to forecast space needs -- or are you expected to respond to needs as other departments advise?

Owens-Illinois normally responds to the requirements of our operating divisions. Once the basic space need is requested, Corporate Real Estate does assist in defining the needs and provides the ultimate alternatives for selection. In this regard our role is as a service organization in finding a space and recommending the preferential alternative. From time to time we are involved in long term (10 to 20 years) space planning, but this is generally in terms of a national marketing requirement.

5. What objectives are used to judge your department's performance (e.g. net occupancy cost per square foot; success in achieving a balance between owned real estate, long term leases and short term leases; modified internal rate of return, etc.)? How do you measure your own performance?

The performance of Corporate Real Estate is generally measured on the simple basis of accomplishments versus objectives. While there is some planning involved in establishing objectives, the mere fact that Corporate Real Estate is a service organization places us at the mercy of the division's requirements. In terms of financial performance, we are measured on a project-by-project basis, depending upon the assignment, each project's standing on its own merits in the market place. Once again, since our role is mainly one of recommending, it is impossible to hold Corporate Real Estate entirely responsible for the ultimate financial transaction. Were we to be measured on the basis of recommendations rather than final results, we would probably receive high marks.

I hope these answers to your specific questions are helpful to you. The same may be somewhat general, but since Corporate Real Estate is a service organization it is difficult to establish type priorities in our operation. If you have any further questions or comments, please do not hesitate to write or call me.

Sincerely yours,

OWENS-ILLINOIS, INC.

William P. Bamford Jr.

W. P. Bamford, Jr.
Attorney
Corporate Real Estate

WPB/lsd

AMERICAN CYANAMID COMPANY
WAYNE, NEW JERSEY 07470

July 25, 1975

Dr. James A. Graaskamp
Professor of Real Estate
and Urban Land Economics
University of Wisconsin-Madison
1155 Observatory Drive
Madison, Wisconsin 53706

Dear Mr. Graaskamp:

I must first apologize for delaying so long in answering your letter of March 5. It is only because American Cyanamid Co. does not fit the mold of institution or corporation depicted in your catalog description that this letter remained for so long at the bottom of the pile.

The position of Corporate Real Estate Manager was originated here at Cyanamid last year for the purpose of coordinating the various division projects involving the purchase and disposition of real estate as well as any other actions affecting the value of the real estate.

As the job has evolved, I see myself mainly responsible for the following:

1. Maintain record of description, utilization and valuation of all domestic real property. (The International Division operates independently through the use of local outside experts).

2. Coordinate and/or advise on acquisitions, dispositions, easements, options and leases.

3. Manage company property not assigned to a service division.

4. Assist Tax Department in maintaining equitable assessments.

5. Maintain current file of available industrial property and related services.

It is company policy to maintain a small in-house staff (currently myself and secretary); and we do not hesitate to seek the services of outside consultants, realtors and appraisers when the need occurs. Experience so far indicates that this method of operation provides for most efficient use of expert manpower at lowest cost over the long term.

In the corporate structure the Real Estate Department is an arm of the Treasury Division with the Corporate Real Estate Manager reporting directly to the Treasurer.

Periodic contact is made with the appropriate representative of our various divisions who is knowledgeable about real estate requirements and problems. I also maintain close liason with our Legal Department and the Engineering Construction and Design Division as well as the Tax Department.

The foregoing is a brief summary of the function of the Real Estate Department in American Cyanamid Company. I hope it serves of some use in your course work at Madison.

Incidentally, I must tell you how much I enjoyed your presentation at the Real Estate Managers seminar last September. I am a residential member of AIREA and SRA and always look forward to the appraisal related articles authored by you or your staff at the University of Wisconsin.

If I can be of assistance on any future projects, try me again. I promise an answer sooner than 5 months.

Sincerely,

Gordon A. Pott, Manager
Corporate Real Estate

GAP:kw

To: Executive Committee, Division of the Social Sciences

From:

Re: New Real Estate course recommendation

I. 761 Real Estate Feasibility Research. II; 2 cr. Problems in real estate market research related to choosing marketing targets suitable to legal, political, technical, ethical, aesthetic and strategic constraints of site and investor. Comprehensive analysis of present field methods, reformulation of present theory, and field problems. Prereq: 520, 522, 526. Mr. Graaskamp.

II. Explanation of need

Traditional real estate analysis has tended to emphasize macro-economics and ignore developments in consumer motivational research and behavior studies so much used in the marketing of other products. This course attempts to reformulate real estate market research in terms of objectives, methods, budget constraints, and alternative strategies of real estate marketing and investment. The course material is unique in the country and is becoming the subject of a text to be sponsored by the professional real estate societies.

When the M.S. program for real estate appraisal and investment analysis was created four years ago, this course evolved from problem sessions in Seminar 938 until it became a second section of that seminar. This request for a new course listing simply recognizes the fact that the course has been exploring a new area in the practice of real estate and has become a regular course offering, the capstone of the real estate Master's program.

III. Relationship to other courses

There is only a superficial similarity between real estate market research and the market research which characterizes nationally distributed brands. Real estate is subdivided into small local markets, indeed market research may show only one or two probable customers for a specific property in a community. In other cases, market analysis depends on user behavior patterns relative to real estate as a capital tool rather than as a consumption item.

IV. Week #1 - Feasibility analysis - trade practice vs theoretical standard.

Week #2 - Firm strategy as it affects real estate alternatives

Week #3 - Real estate investment and monopoly theory

Week #4 - Research methods for defining unsatisfied real estate needs

Week #5 - Technical attributes for qualification of site or use

Week #6 - Legal-political constraints and opportunities

Week #7 - Aesthetic and ethical constraints on the firm relative to community

Week #8 - Testing alternative solutions for capital cost and cash flow constraints

Week #9 - Critical review of professional feasibility studies

Week #10 - Selection of decision determinate criteria

Week #11 - Feasibility research and creativity: Relationship between land planner, engineer, architect, and real estate analyst

Week #12 - Feasibility analysis is a managerial art form

Week #13 - Site selection and feasibility simulation is a tailored computer program

Week #14 - Home purchase behavior studies - contributions of sociology and psychology

Week #15 - Case problems in the field

Textbooks:

Christopher Alexander, Notes on the Synthesis of Form, 1961.
American Banking Association, Bank Location Analysis, 1966.
Robert P. Crawford, Direct Creativity with Attribute Listing, 1964.
Edward P. Eichler & Marshall Kaplan - The Community Builders, 1967.
Bernard Kane, A Systematic Guide to Supermarket Analysis, 1966.
Richard Nelson, Retail Location Analysis, 1954.
Urban Land Institute, The Community Builders Handbook, 1968.

V. Staff
Professor James A. Graaskamp

VI. Courses dropped
No course will be dropped but timetable will be corrected so that there is only one section offered in the 937 seminar and it shall be strictly a Ph.D. level seminar.

VII. No such course is presently offered by the University of Wisconsin School of Business--Milwaukee.

VIII. No cross-listings are expected.

IX. Not applicable.

NEW COURSE PROPOSAL
Business 757, Urban Development

1. Catalog Statement:

757 Urban Development, 2 cr.; II.
An examination of urban economic structural growth, enterprise development and urban area socio-economic dynamics. Includes analysis of factors in urban area growth and economic change, locational interdependence and consumer behavioral preferences. Retail development emphasizes trade area delineation, transportation mode effects, the geography of retailing activities and feasibility analysis, utilizing a variety of statistical techniques in applied analysis. Prereq: Bus. 550, 557, 741 or cons. instr.

2. Open to Freshmen: No

3. Level of the Course: Advanced

4. Effective Date: Spring, 1978

5. Explanation of Need: The purpose of this course is to substantially increase the capability of graduate students to interpret socio-economic data with available statistical methods in support of feasibility or development decisions. The introduction to this subject area is only cursorily presented in Bus. 557 because of time and content constraints. The subject area is of growing interest to graduate students in Real Estate and Urban Land Economics as well as those professionals engaged in urban development. Potential employers have on many occasions requested that a greater degree of quantitative sophistication in relating socio-economic factors to retail location be made a part of the curriculum.

   Enrollment is forecasted at 30 students per semester.

6. Relationship to other courses: This course results essentially from reducing Bus. 557 by 1 credit hour. It is designed to supplement and extend the basic instruction in urban economic characteristics gained in Bus. 557.

7. Outline of subject matter and text or reference to be used: see accompanying outline

8. Staff: Course will be taught by Craig E. Stanley, Assistant Professor of Business who currently teaches Bus. 557.

9. Courses that can be permanently dropped: None

10. Cross-listing: None

COURSE OUTLINE
Business 757 Urban Development Analysis

I. Proposed Texts

A. Edwin M. Rams Analysis and Valuation of Retail Locations (Reston Publishing Co., Reston, Virginia, 1976) 442 p.

B. Walter Helly Urban Systems Models (Academic Press, New York, 1975) 185 pp.

II. Course Outline

Week	Lecture	Topic
1	1	A. Introduction
	2	B. Review - Characteristics of Urban Areas
		C. Urban Development and Urban Economic Patterns
2	1	1. Population and Employment Interactions
	2	2. Transportation and Growth Patterns
		D. Methods of Urban Analysis
3	1	1. Population Analysis
	2	
4	1	2. Economic Base Analysis
	2	3. Uses of Input-Output and Econometric Analysis
		E. Land and Its Development
5	1	1. A Framework for Land Use Forecasting
	2	(continued)
6	1	2. Theories of Retail Development
	2	(continued)
		F. Trade Area Studies--Feasibility Analysis
7	1	1. Retail Site Drawing Power
		a. Gravity Models--Behavioral Reappraisals
	2	b. Huff Drawing Power Models and Extensions
8	1	2. Threshold Analysis and the Community Location Decision
		a. Patterns of Household Location
	2	b. Longitudinal Studies, Intercity Comparisons
		3. Commercial Land Value Dynamics
9	1	a. Land Value and Land Use Interrelationships: The Property Tax Interface
	2	b. Factors Affecting Commercial Land Values: A Case Study of Milwaukee
		G. Retail/Commercial Spatial Structure
10	1	1. Retail Mix and Shopping Center Location
	2	2. Dynamics of Commercial Structure Location
11	1	3. MicroAnalytics of Store Location
	2	4. Adaptive Behavior of Urban Retailing
		H. Consumer Behavior and Preferences
12	1	1. Shopper Mobility and Travel Preferences
	2	2. The Journey-to-Work and Journey-to-Store Decisions
13	1	3. Modelling Consumer Spending Behavior
	2	(continued)
14	1	4. Social class differences, customer shopping behavior
	2	I. Summary and Review

URBAN DEVELOPMENT
COURSE READINGS LIST

A. Introduction to Urban Development Research

1. Gibbs, Jack P. Urban Research Methods (Princeton, Van Nostrand Co.) 1967.
2. Helly, Walter Urban Systems Models, Chapter 1.
3. Pfouts, Ralph W. The Techniques of Urban Economic Analysis (West Trenton: Chandler-David Publishing Co.) 1960.
4. Kilbridge, Maurice D., O'Block, Robert P., and Teplitz, Paul V. Urban Analysis (Division of Research, Graduate School of Business Administration, Harvard University, Boston) 1970.
5. Tyron, Robert C., and Bailey, Daniel E. Cluster Analysis (New York: McGraw-Hill) 1970.

B. Review - Characteristics of Urban Areas

1. Alonzo, W. Location and Land Use (Cambridge, Mass.: Harvard University Press, 1969)
2. Berry, B.J.L. and Barnum, H.G. "Aggregate Relations and Elemental Components of Central Place Systems," in Readings in Economic Geography, R.H.T. SMith et al. (eds.) (Chicago: Rand McNally, 1968), pp. 306-307.
3. Bruce, Grady D., and Witt, Robert E. Developing Empirically Derived City Typologies: An Application of Cluster Analysis, The Sociological Quarterly, 1971, 12:238-246.
4. Hoover, Edgar M., and Vernon, Raymond Anatomy of a Metropolis (New York: Anchor Books, 1962).
5. Muth, Richard F. Cities and Housing (Chicago: University of Chicago Press, 1969).
6. Reiss, Albert J. "Functional Specialization of Cities" in Paul K. Hatt and Albert J. Reiss (eds.), Cities and Society (New York: The Free Press, 1957), pp. 555-575.
7. Smith, Robert H.T. "Method and Purpose in Functional Town Classification," Annals of the American Association of Geographers, 1965a, 55:539-548.

C. Urban Development Patterns

C1. Population and Employment

1. Casparis, John Metropolitan Retail Structure and Its Relation to Population, Land Economics, 1967, 43: 212-218.
2. Kass, Roy, "A Functional Classification of Metropolitan Communities," Demography, Vol. 10(3), August 1973.
3. Helly, Walter Urban Systems Models, Chapter 2, "Population."

C2. Transportation and Growth

1. Meyer, John, Kain, John and Wohl, W. The Urban Transportation Problem, (Cambridge, Mass.: Harvard University Press, 1965).
2. Mills, E.S., "An Aggregative Model of Resource Allocation in a Metropolitan Area," American Economic Review, May 1967, pp. 197-210.
3. Wingo, Lowdon Transportation and Urban Land (Washington, D.C.: Resources for the Future, 1961).

D. Methods of Urban Analysis

D1. Population Analysis

1. Kilbridge, Maurice D. et al., "Population Density Concepts and Measures," Urban Analysis, Chapter 7 (Harvard University, Boston, 1970), p.46-47.
2. Taeuber, Alma F. "Population Redistribution and Retail Changes in the Central Business District," in Ernest W. Burgess and Donald J. Bogue (eds.), Contributions to Urban Sociology (Chicago: University of Chicago Press, 1964).

D2. Economic Base Analysis

1. Luck, David J., "The Changing Economic Base and Its Significance to Marketers," Business Perspectives, Vol. 4(4), 1968.
2. Helly, Walter Urban Systems Models, Chapter 3, "Economy."
3. Fetter, F. A., "The Economic Law of Market Areas," Quarterly Journal of Economics, Vol. 64 (1950).
4. Hyson, C.D. and Hyson, W.P., "The Economic Law of Market Areas," Quarterly Journal of Economics, Vol. 64 (1950).

D3. Uses of Input-Output and Econometric Analysis

1. Rubin, B.M., R.A. Erickson, C. E. Stanley, "An Econometric Model of the Milwaukee Metropolitan Area." Wisconsin Working Paper, February, 1977.

E1. A Framework for Land Use Forecasting

1. Anderson, Robert L. and Birken, Stanley J., Towards the Development of Predictive Model of Retail Site Location, (College of Business Administration, University of South Florida, 1974).
2. Helly, Walter Urban Systems Models, Chapter 4, "Land and Its Development."
3. Kilbridge et al. Urban Analysis, "A Conceptual Framework for Urban Planning Models," Chapter 2.
4. Thompson, D.L., "Analysis of Retailing Potential in Metropolitan Areas," Research Paper (Berkeley, Calif.: Institute of Business and Economic Research, University of California, 1964), Chapter 3. P. Scott Geography and Retailing (London: Hutchinson, 1970), pp. 61-67.

E2. Theories of Retail Development

1. Berry, Brian J. L. Geography of Market Centers and Retail Distribution, (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1967).
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PROPOSAL FOR CONTEMPORARY ISSUES OF REAL ESTATE AND THE LEGAL SYSTEM 3 credit

Legal considerations have become a major component of many real estate activities. Consequently it is appropriate for students to have a course beyond the basic real estate law course which focusses on the regular purchase and sale of real estate.

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