

# School of Management (MGMT)

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## Faculty

**Professors:** Mark S. Bettner, William R. Gruver, Tammy B. Hiller, Elton G. McGoun (GLBM Program Chair), Wesley Wang

**Associate Professors:** Douglas E. Allen (MIDE Program Chair), Matthew D. Bailey, Mihai Banciu, Neil Boyd, Jamie R. Hendry (MSUS Program Chair), David E. Jensen, Michael E. Johnson-Cramer (Director), Eric C. Martin, Stacy Mastrolia, Robert A. Needham (adjunct), Eric L. Santanen, Janice M. Traflet, Stephen D. Willits (ACFM Program Chair)

**Assistant Professors:** Jonathan Bean, Jimmy Chen, Jordi Comas, Cynthia Guthrie, Richard Kedzior, Curtis Nicholls, Seth Orsborn, Kristy Schenck, Alia C. Stanciu

**Visiting Professor:** Timothy Sweeney (emeritus)

**Visiting Assistant Professor:** Cathy Chen

**Lecturers:** Paul W. Brann, Mary F. Leshinskie, Dianne McDonald

- Accounting and Financial Management (<http://coursecatalog.bucknell.edu/archive/2015-2016/collegeofartsandsciencescurricula/areasofstudy/schoolofmanagement/accountingandfinancialmanagement>)
- Global Management (<http://coursecatalog.bucknell.edu/archive/2015-2016/collegeofartsandsciencescurricula/areasofstudy/schoolofmanagement/globalmanagement>)
- Managing for Sustainability (<http://coursecatalog.bucknell.edu/archive/2015-2016/collegeofartsandsciencescurricula/areasofstudy/schoolofmanagement/managingforsustainability>)
- Markets, Innovation and Design (<http://coursecatalog.bucknell.edu/archive/2015-2016/collegeofartsandsciencescurricula/areasofstudy/schoolofmanagement/marketsinnovationanddesign>)
- Bachelor of Management for Engineers (<http://coursecatalog.bucknell.edu/archive/2015-2016/collegeofartsandsciencescurricula/areasofstudy/schoolofmanagement/bme>)

Studying management teaches students to understand organizations and their management in relation to society's needs, the forces of history, the bounds of responsible practice, and the nature of the human condition. The habits of thought associated with liberal education – free inquiry, moral reasoning, engagement with traditions of knowledge and culture, and critical thinking – are precisely the qualities most required of truly professional managers and are developed in management coursework. Management education not only prepares students to become managers but also, more importantly, fits them to be citizens in a society circumscribed, in no small part, by the actions of complex organizations.

As organizations wrestle with the turbulence of the 21st century, they must confront four equally important challenges. They must be financially viable, despite the increasing complexity of financial markets. They must be innovative, as only those products and services that satisfy consumer and client needs in a distinctive way can compete in the marketplace. They must be capable of operating on a global scale, as resources, capital, labor, and (above all) competition can come from anywhere in the world. Finally, they must be environmentally and socially sustainable. The knowledge and skills involved in addressing these challenges are not the province of one domain of thought. Instead, they require complex reasoning, imagination, and interdisciplinary study. The BSBA core curriculum cultivates these habits of thought and teaches students to address each of these challenges competently, while the four specialized programs of study allow students to concentrate in great depth on one of these four challenges.

The School of Management provides curricula leading to the Bachelor of Science in Business Administration (BSBA) degree, with majors in Accounting and Financial Management (ACFM), Global Management (GLBM), Managing for Sustainability (MSUS), and Markets, Innovation and Design (MIDE). In addition, the School of Management offers a Bachelor of Management for Engineers (BME) degree and elective courses to students across the University to fill a pressing need for otherwise well-educated college graduates to understand the basic structures, operating mechanisms, and management principles governing businesses and other organizations.

The School of Management's graduates are actively recruited by leading organizations. The ACFM program maintains strong ties with many of the foremost CPA and financial services firms. Its curriculum provides a solid foundation for students who wish to qualify as Certified Public Accountants (CPAs), Certified Management Accountants (CMAs) or Chartered Financial Analysts (CFAs). The School also frequently places graduates in well-known consumer products, pharmaceutical, and fashion companies. Other BSBA graduates undertake a diverse range of positions in businesses, government and not-for-profit organizations. Some start their own firms or become teachers, lawyers, museum curators, non-profit executives and more. All of them are prepared to make significant contributions to their organizations and their communities, of whatever scale. Many BSBA graduates, after working several years, complete MBA programs at major universities such as Chicago, Columbia, Harvard, Northwestern, Stanford, or Virginia or go on to pursue Ph.D.s, law degrees, and other advanced programs of study.

## Applying to the BSBA Degree Program

Students who wish to seek the BSBA degree and who were not directly admitted to that degree program when admitted to the University must apply for internal transfer into the School of Management. Typically, the internal transfer process is highly competitive. The number of students admitted to

the BSBA degree program is limited by an enrollment cap determined by the School and the Dean of Arts and Sciences. An Information Session is held in early April each year for first-year students to learn more about the application process. Immediately following the information session an on-line application portal becomes available for first-year students to submit a completed internal transfer application to the School prior to the last day of classes in the spring semester of their first year of study at Bucknell. The specific application deadline is widely publicized each year via the Message Center. Students are informed of the decision in June and are able to adjust their fall schedules accordingly.

Criteria for acceptance include academic achievement and supplemental materials submitted as part of the application process. Students planning to apply to the School should actively consider their contingency plans, in the event that they are not accepted into the program. Students not in the School of Management can take up to seven courses in the School of Management. Questions regarding the application process should be addressed to the Assistant Director of the School of Management.

All BSBA candidates ordinarily will have completed at least three of the four BSBA foundational literacy core courses (p. ) by the end of the first year. While admission to the BSBA degree program is possible without having completed these courses, students seeking internal transfer admissions are strongly encouraged to complete some core course(s) by the end of the first year wherever possible. Where this is not possible, students should plan to complete all four *foundational* literacy and at least two *managerial* literacy core courses by the end of their sophomore year. Prospective applicants are encouraged to meet with School of Management faculty during their first year of study to discuss important advising issues.

## Requirements

All candidates for the BSBA degree must fulfill all University degree requirements including the College Core Curriculum, the BSBA Core Curriculum and all major program requirements.

### BSBA Core Curriculum Requirements

The BSBA Core Curriculum comprises those courses that all candidates for the BSBA degree must complete. It is designed to cultivate three forms of literacy relevant to managerial thought: foundational, integrative, and managerial. All BSBA graduates must acquire these literacies, as they are the fundamental knowledge and skills necessary for managers, regardless of organization, industry, function, or sector.

### Foundational Literacy Requirement

MGMT 100	Management Past, Present and Future	.5
MGMT 101	Introduction to Organization and Management	1
MGMT 102	Quantitative Reasoning for Managers	1
ECON 103	Economic Principles and Problems	1

### Integrative Literacy Requirement

MGMT 302	The Stakeholder Organization	1
MGMT 303	The Technological Organization	1
MGMT 304	The Strategic Organization <sup>1</sup>	1

<sup>1</sup> ACFM majors pursuing the CPA/CMA track may choose to take ACFM 359 Advanced Seminar in Accounting rather than MGMT 304 The Strategic Organization.

### Managerial Literacy Requirement

Unlike foundational and integrative literacy requirements, the managerial literacy requirements vary by major. The list below indicates each major's required managerial literacy courses.

MGMT 200	Foundations Accounting and Financial Management I (required for ACFM, GLBM, MSUS, and MIDE majors)	1
MGMT 201	Marketing (required for ACFM, GLBM, MSUS, and MIDE majors)	1
MGMT 202	Operations (required for MSUS majors)	1
MGMT 203	Managerial Finance (required for GLBM and MIDE majors) <sup>2</sup>	1

<sup>2</sup> ACFM majors must take two accounting and financial management courses - ACFM 261 Foundations of Accounting and Financial Management II and ACFM 370 Corporate Finance - in lieu of MGMT 203 Managerial Finance.

All BSBA majors must satisfy the Culminating Experience component of the College Core Curriculum. BSBA majors typically fulfill this requirement by taking one of the following courses:

ACFM 357 Auditing and Assurance,

ACFM 359 Advanced Seminar in Accounting,

ACFM 372 Advanced Corporate Finance,  
 GLBM 400 Global Manager Abroad,  
 MGMT 304 The Strategic Organization,  
 MIDE 304 Marketing Management,  
 MSUS 400 Sustainability Action Learning Project.

In most cases, students will take more than one of these courses to satisfy major/degree requirements. In addition, all majors will take core curriculum coursework that address the instruction in writing, speaking, and information literacy goals of the College Core Curriculum.

In the spring of their sophomore year, all BSBA students will, in consultation with their advisers, select a major from among the four specialized programs and will complete the specific major requirements in addition to the BSBA core curriculum requirements. Transferring between programs is possible as long as the student will be able to meet all degree requirements of the new program and still graduate on schedule. Students cannot double major in two different BSBA programs.

## Other Information About the BSBA Major

BSBA majors are encouraged to pursue off-campus study, either abroad or in approved domestic programs. Many off-campus programs also include internship opportunities. BSBA students may take a maximum of two required BSBA core or major courses in non-Bucknell programs.

The School may assist students in arranging special programs to include study abroad, independent work, field projects and internships, and acceleration in the fulfillment of BSBA requirements. Well-qualified juniors and seniors are invited by the faculty to participate in the school honors programs, consisting of participation in advanced seminars and the preparation of honors theses.

## Interdepartmental Minors

Although no general or program-specific minors are currently available in the School of Management, the school contributes courses to four University interdepartmental minors: Arts Entrepreneurship, Legal Studies, Public Policy, and Social Justice. In addition, non-majors may discuss sequences of courses appropriate to their academic goals with any member of the school.

## Courses

**MGMT 100. Management Past, Present and Future. .5 Credits.**

**Offered Either Fall or Spring; Lecture hours:1.5**

Explores the historical context from which complex organizations have arisen, their evolution, and the emerging areas of inquiry necessary to understanding the future of organizations, management, and business.

**MGMT 101. Introduction to Organization and Management. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3,Other:3**

Each section of 28 students learns management theories, concepts, and models, putting them into practice by designing and managing their own multi-divisional hybrid organizations that conduct major service projects funded by selling business products they created. Storytelling and writing are key pedagogies. Not open to first semester first-year students.

**MGMT 102. Quantitative Reasoning for Managers. 1 Credit.**

**Offered Either Fall or Spring; Lecture hours:3,Other:1**

This course serves as a student's introduction to quantitative modeling and basic statistical analysis, especially as they apply to managerial decision making.

**MGMT 1NT. Management Non-traditional Study. 1 Credit.**

**Offered Fall, Spring, Summer; Lecture hours:Varies,Other:3**

Non-traditional study in management. Prerequisite: permission of the instructor.

**MGMT 200. Foundations Accounting and Financial Management I. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3**

Introduction to accounting and financial management including financial statement preparation and analysis, financial forecasting, cost relationships, time value of money and capital budgeting.

**MGMT 201. Marketing. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3**

Introduction to principles of marketing. Examines how organizations facilitate exchange relationships by customers' needs and wants. Explores the intricacies of identifying and establishing market positions and understanding consumer behavior. Prerequisite: MGMT 101 or permission of the instructor.

**MGMT 202. Operations. 1 Credit.**

**Offered Either Fall or Spring; Lecture hours:3**

This course introduces students to the ways in which to model, analyze, and improve processes for producing services and goods. Prerequisite: MGMT 102 or MATH 216 or permission of the instructor.

**MGMT 203. Managerial Finance. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3**

Financial analysis, forecasting, and valuation of projects and companies incorporating risk-return tradeoffs and capital structure and dividend decisions. Employs 10-K research and presentations. Prerequisite: MGMT 200. Intended ACFM majors must take ACFM 370 instead of MGMT 203.

**MGMT 270. South Africa: Social Entrepreneurship. 1 Credit.**

**Offered Occasionally; Lecture hours:15**

The course examines the legacy of apartheid and the role of social entrepreneurship in transforming communities. Students will be placed in community organizations in nearby townships. Crosslisted as ECON 270 and WMST 275 and PSYC 270. Prerequisite: permission of the instructor.

**MGMT 285. Leadership in Management and Technology. 0 Credits.**

**Offered Summer Session Only; Lecture hours:1.5**

Interdisciplinary program for leadership in technology and management; macro and micro perspectives, design and TQM, ethical/professional considerations, environmental and energy management. Open only to students admitted to the Institute for Leadership in Technology and Management. Prerequisite: permission of the instructor. Crosslisted as ENGR 285.

**MGMT 2NT. Management Non-traditional Study. 1 Credit.**

**Offered Fall, Spring, Summer; Lecture hours:Varies,Other:3; Repeatable**

A non-traditional study project arranged with an instructor and approved by the department or program chair and academic dean. Prerequisite: permission of the instructor.

**MGMT 302. The Stakeholder Organization. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3**

Students explore the moral and ethical challenges associated with complex organizational decisions in a variety of contexts. Prerequisite: MGMT 101. Juniors and seniors only.

**MGMT 303. The Technological Organization. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3**

Organizations solve a variety of problems by deploying information systems. This course explores a range of technological impacts on organizations from their behavior to survival.

**MGMT 304. The Strategic Organization. 1 Credit.**

**Offered Both Fall and Spring; Lecture hours:3**

Students learn strategic concepts and explore the challenges of formulating and implementing organizational strategies. Prerequisite: MGMT 101. Senior BSBA and MGEF seniors only. MGEF sub-seniors and others by permission.

**MGMT 310. Independent Study in Management. .25-2 Credits.**

**Offered Either Fall or Spring; Lecture hours:Varies; Repeatable**

Individual study or projects, supervised by instructor. Prerequisite: permission of the instructor.

**MGMT 315. Special Topics in Management. .5-1 Credits.**

**Offered Either Fall or Spring; Lecture hours:Varies; Repeatable**

A seminar on selected topics in management. Prerequisite: permission of the instructor. Crosslisted as MGMT 615.

**MGMT 384. Consumer Behavior. 1 Credit.**

**Offered Occasionally; Lecture hours:3**

Study of consumer buying decision processes within context of marketing strategies. Topics include models of information processing and product evaluation; historical changes in role of culture in assigning meaning to goods as indicators of social status; the diffusion of innovation; and marketing consumer products in international markets. Prerequisite: permission of the instructor.

**MGMT 385. Internship in Management and Technology. .5 Credits.**

**Offered Summer Session Only; Lecture hours:1.5**

Internship in complex management challenges, the integral role of technology in organizations, and interdisciplinary decision making. Open only to students admitted to the Institute for Leadership in Technology and Management. Prerequisites: MGMT 285 and permission of the instructor. Crosslisted as ENGR 385.

**MGMT 390. Honors Course in Management. 1 Credit.**

**Offered Either Fall or Spring; Lecture hours:Varies; Repeatable**

Special and independent studies for BSBA students selected under guidelines of the school and the University Honors Council. Honors thesis required. Prerequisites: nomination by the school and permission of the instructor.

**MGMT 3NT. Management Non-traditional Study. 1-4 Credits.**

**Offered Fall Semester Only; Lecture hours:Varies,Other:Varies; Repeatable**

Non-traditional Study in management.