

# MANAGEMENT & ORGANIZATIONS

## Faculty

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To ensure a continued focus on shared goals and values, responsible decision-making, coordinated action and wise and sustainable resource use, organizations need individuals who have learned to lead and manage a wide variety of organizational activities.

Bucknell students majoring in management and organizations (MORS) will have numerous opportunities to apply theories of managing and organizing to real-world challenges similar to those they'll encounter in their lives after graduation. Through experiential and reflective means, MORS majors will gain a broad perspective on organizational forms in various sectors (i.e., private, public, nonprofit, cross-sectoral and hybrid). They will learn to think in an integrated, systemic and strategic manner, and will gain skills in communication and coordination, stakeholder management, organizational politics, leadership, negotiations and employee motivation and behavior.

MORS graduates will be well-prepared to establish and lead organizations or organizational units; they will have further developed their abilities to empathize and to creatively conceive of productive approaches to dealing with challenges. Moreover, MORS students will learn about sustainability, as managers of all kinds of organizations need to understand sustainability challenges so that they can be prepared to lead their organizations in doing their part to achieve the UN's Sustainable Development Goals.

In addition to completing the MORS Core Curriculum (MORS 201, MORS 202 and MORS 400), MORS Majors can complete the requirements of the major via two different paths:

1. In consultation with their academic adviser, a MORS major can self-define a bundle of five MORS electives that constitutes an intellectual identity in the Management & Organizations Major. (p. 2)
2. Or, a MORS major can complete one of the four defined concentrations listed below.
  - Entrepreneurship (p. 2)
  - Global Management (p. 2)
  - Human Resource Management (p. 2)
  - Managing for Sustainability (p. 3)

In the spring of their sophomore year, all BSBA students will, in consultation with their advisers, select a major from among the Freeman College of Management departments and will complete the specific major requirements in addition to the Freeman College core curriculum requirements (<https://coursecatalog.bucknell.edu/collegeofmanagementcurricula/curriculaoverview/Corerequirements/>). Transferring between majors within the Freeman College of Management is possible as long as the student will be able to meet all degree requirements of the new major and still graduate on schedule.

## Management & Organizations Requirements

Beyond completion of the Freeman College core curriculum requirements, (<https://coursecatalog.bucknell.edu/collegeofmanagementcurricula/curriculaoverview/Corerequirements/>) all MORS majors must complete the following set of eight courses:

### MORS Core Requirements

MORS 201	Organizational Forms, Strategy and Structure	1
MORS 202	People in Organizations	1
MORS 400	Management Consulting <sup>CE</sup>	1

In addition to completing the MORS Core Curriculum, MORS majors can complete the remaining requirements of the major via two different paths.

1. In consultation with their academic adviser, a MORS major can self-define a bundle of five MORS electives that constitutes an intellectual identity in the Management and Organizations major. (p. 2)
2. Or, a MORS major can complete one of the four defined concentrations listed below.
  - Entrepreneurship (p. 2)
  - Global Management (p. 2)

- Human Resource Management (p. 2)
- Managing for Sustainability (p. 3)

## Management & Organizations Major

(with self-defined MORS electives)

In addition to completing the MORS core requirements, a student completes five elective MORS courses. Any course with a MORS prefix that is not included in the BSBA or MORS core may count as an elective.<sup>1</sup>

## Entrepreneurship

In addition to completion of the MORS core requirements, the entrepreneurship concentration includes completion of five courses, as follows:

### Foundational Knowledge

MORS 240	Entrepreneurship	1
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### Entrepreneurship Breadth Courses<sup>1</sup> – choose at least two from

ACFM 383	Entrepreneurial Finance	1
MORS 241	Social Innovation and Entrepreneurship	1
MORS 340	Advanced Entrepreneurship	1
MORS 299	Management Internship	1

### Complementary Courses<sup>1</sup> – choose no more than two from

ACFM 335	Negotiations & Conflict Management	1
ANOP 270	Data Visualization for Business Analytics	1
MIDE 300	Markets, Innovation & Design	1
MIDE 302	Design Realization	1
MORS 210	Human Resource Management	1
MORS 220	Leadership Theory & Development	1

## Global Management

In addition to completion of the MORS core requirements, the global management concentration includes completion of five courses, as follows:

### Foundational Knowledge

MORS 230	Global Management and Grand Challenges in the 21st Century	1
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### Global Management Breadth Courses<sup>1</sup> – choose four from

ACFM 367	The Global Flow of Capital	1
ANOP 301	Global Supply Chain Management	1
MIDE 215	Special Topics in Markets, Innovation, and Design (When Offered as Global Marketing)	1
MORS 231	Crisis Management	1
MORS 299	Management Internship	1
UNIV 200	Integrated Perspectives Course <sup>‡</sup>	1

## Human Resource Management

In addition to completion of the MORS core requirements, the human resource management concentration includes completion of five courses, as follows:

### Foundational Knowledge

MORS 210	Human Resource Management	1
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### Human Resource Management Breadth Courses<sup>1</sup> – choose two from

MORS 310	Talent Acquisition & Development	1
MORS 311	Total Rewards & Performance Management	1
MORS 299	Management Internship	1

**Complementary Courses<sup>1</sup>** – choose two MORS electives.

## Managing for Sustainability

In addition to completion of the MORS core requirements, the managing for sustainability concentration includes completion of five courses, as follows:

**Managing for Sustainability Breadth Courses<sup>1</sup>** – choose five from

ACFM 368	Affordable Housing: Policy and Practice	1
ACFM 384	Fundamentals of ESG Investing	1
MORS 230	Global Management and Grand Challenges in the 21st Century	1
MORS 231	Crisis Management	1
MORS 241	Social Innovation and Entrepreneurship	1
MORS 250	Poverty and Organizations	1
MORS 251	Environmental Social & Governance Reporting	1
MORS 299	Management Internship	1
UNIV 200	Integrated Perspectives Course <sup>‡</sup>	1

Culminating Experience

All BSBA majors must satisfy the Culminating Experience component of the Freeman College of Management General Education Curriculum. MORS majors fulfill this requirement by successfully completing MORS 400 Management Consulting.

## Management & Organizations Department Suggested Plan of Study

Below is a general guide for when to take the courses that count toward the Freeman College Core and your major requirements. Suggested term(s) of study are denoted in parenthesis. These are just a general guide. Other sequences are possible. Consult the Bucknell course schedule for course availability in each semester. Refer to your catalog year for specific information about your major and related prerequisites.

### Abbreviation Key:

FY = First Year

SO = Sophomore Year

JR = Junior Year

SR = Senior Year

### FREEMAN COLLEGE CORE COURSES = 8.5 credits

ANOP 102	Spreadsheet Modeling & Data Analysis (FY either semester)	1
ECON 101	Economic Principles/Problems (FY either semester)	1
MGMT 100	Exploring Management (FY first semester)	.5
MGMT 101	Introduction to Organization and Management (FY second semester) <sup># w</sup>	1
ACFM 104	Foundations of Accounting I (SO either semester)	1
ACFM 203	Corporate Finance (SO or JR either semester) <sup>P</sup>	1
ANOP 202	Operations Management (SO or JR either semester)	1
MIDE 201	Marketing (SO or JR either semester)	1
MORS 302	Responsible Management (JR second semester, SR either semester) <sup>P</sup>	1

### MORS Core Courses = 3 credits

MORS 201	Organizational Forms, Strategy and Structure (SO either semester)	1
MORS 202	People in Organizations (FY second semester or after)	1
MORS 400	Management Consulting (JR second semester, SR either semester) <sup>P CE</sup>	1

In addition to completing the MORS Core Curriculum, majors can complete the rest of the major requirements through either the self-defined bundle or one of the four defined concentrations below.

### MANAGEMENT & ORGANIZATIONS (self-defined area of focus) = 5 credits

Five MORS electives. Any course with a MORS prefix that is not included in the BSBA or MORS core may count as an elective. (FY second semester or after) <sup>p 1</sup>

#### ENTREPRENEURSHIP CONCENTRATION = 5 credits

MORS 240	Entrepreneurship (FY second semester or SO either semester)	1
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#### Choose at least two of the following: <sup>1</sup>

ACFM 383	Entrepreneurial Finance (JR or SR either semester) <sup>p</sup>	1
MORS 241	Social Innovation and Entrepreneurship (FY second semester or after)	1
MORS 340	Advanced Entrepreneurship (JR or SR either semester) <sup>p</sup>	1
MORS 299	Management Internship (JR or SR either semester)	.25-1

#### Choose no more than two of the following: <sup>1</sup>

ACFM 335	Negotiations & Conflict Management (SO second semester or after)	1
ANOP 270	Data Visualization for Business Analytics (SO second semester or after) <sup>p</sup>	1
MIDE 300	Markets, Innovation & Design (SO second semester or after) <sup>p</sup>	1
MIDE 302	Design Realization (SO second semester or after) <sup>p</sup>	1
MORS 210	Human Resource Management (SO first semester or after) <sup>p</sup>	1
MORS 220	Leadership Theory & Development (SO first semester or after)	1

#### GLOBAL MANAGEMENT CONCENTRATION = 5 CREDITS

MORS 230	Global Management and Grand Challenges in the 21st Century (FY second semester or SO either semester) <sup>p</sup>	1
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#### Choose four of the following: <sup>1</sup>

ACFM 367	The Global Flow of Capital (SO or JR either semester)	1
ANOP 301	Global Supply Chain Management (SO or JR either semester) <sup>p</sup>	1
MIDE 215	Special Topics in Markets, Innovation, and Design (SO or JR either semester) <sup>*</sup>	1
MORS 231	Crisis Management (FY spring semester, SO or JR either semester)	1
MORS 299	Management Internship (JR or SR either semester)	.25-1
UNIV 200	Integrated Perspectives Course (SO either semester) <sup>‡</sup>	1

#### HUMAN RESOURCE MANAGEMENT CONCENTRATION = 5 CREDITS

MORS 210	Human Resource Management (SO either semester, JR first semester) <sup>p</sup>	1
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#### Choose two of the following: <sup>1</sup>

MORS 310	Talent Acquisition & Development (JR or SR either semester) <sup>p</sup>	1
MORS 311	Total Rewards & Performance Management (JR or SR either semester) <sup>p</sup>	1
MORS 299	Management Internship (JR or SR either semester)	.25-1

#### Choose any two electives with a MORS prefix that are not included in the Freeman or MORS core (FY second semester or after) <sup>1</sup>

#### MANAGING FOR SUSTAINABILITY CONCENTRATION= 5 CREDITS

#### Choose five of the following: <sup>1</sup>

ACFM 368	Affordable Housing: Policy and Practice (SO either semester or after)	1
ACFM 384	Fundamentals of ESG Investing (SO either semester or after)	1
MORS 230	Global Management and Grand Challenges in the 21st Century (FY second semester or after)	1
MORS 231	Crisis Management (FY second semester or after)	1
MORS 241	Social Innovation and Entrepreneurship (FY second semester or after)	1
MORS 250	Poverty and Organizations (FY second semester or after)	1
MORS 299	Management Internship (JR or SR either semester)	.25-1
UNIV 200	Integrated Perspectives Course	1

# Lab science should be taken before the end of the sophomore year. **Strongly recommend lab science not be taken in the same semester in which you are enrolled in MGMT 101.**

w Satisfies W2 requirement.

p Consult the course catalog for possible prerequisite(s) required for this course.

CE Qualifies for the culminating experience if taken spring of junior year or either semester of senior year.

<sup>1</sup> With prior approval of the academic adviser, some of these electives may come from departments across the University.

\* Only when offered as International Marketing.

‡ Only when offered as Sustainable Management & Technology in a Global Context (offered in winter or May term).

## Entrepreneurship Minor

The entrepreneurship minor is intended for students who are interested in developing an entrepreneurial mindset and knowledge, skills and abilities that can lead to entrepreneurial ideas in private, non-profit, public, hybrid, cross-sectoral, socially-oriented or sustainability-oriented organizations.

The minor in entrepreneurship consists of five courses as follows.

### Foundation Courses

MORS 201	Organizational Forms, Strategy and Structure	1
MORS 240	Entrepreneurship	1

### Entrepreneurship Breadth Courses - choose at least two from

ACFM 383	Entrepreneurial Finance	1
MORS 241	Social Innovation and Entrepreneurship	1
MORS 299	Management Internship	1
MORS 340	Advanced Entrepreneurship	1

### Complementary Courses - choose no more than one from

ACFM 335	Negotiations and Conflict Management	1
ANOP 270	Data Visualization for Business Analytics	1
MIDE 300	Markets, Innovation, and Design	1
MIDE 302	Design Realization	1
MORS 202	People in Organizations	1
MORS 210	Human Resource Management	1
MORS 220	Leadership Theory & Development	1
MORS 400	Management Consulting	1

**Note:** MORS majors who elect the entrepreneurship concentration are not permitted to declare the entrepreneurship minor. Other MORS majors who want to complete the entrepreneurship minor will need to replace the MORS 201 minor requirement with an additional elective course that complements the study of entrepreneurship so that the minor course total remains five.

## Human Resource Management Minor

The human resource management minor is intended for students who are interested in studying people in organizations and the field of human resource management.

The minor in human resource management consists of five courses as follows:

### Foundational Knowledge

MORS 201	Organizational Forms, Strategy and Structure	1
MORS 202	People in Organizations	1
MORS 210	Human Resource Management	1

### Human Resource Breadth Courses – choose two from

MORS 299	Management Internship	1
MORS 310	Talent Acquisition & Development	1
MORS 311	Total Rewards & Performance Management	1

**Note:** MORS majors who choose the human resource management concentration are not permitted to declare the HR minor. Other MORS majors will need to replace the MORS 201 and MORS 202 minor requirements with an additional two elective courses that complement the study of HR, so that the minor course total remains five. Students should consult their faculty academic adviser for approval of substitute courses.

Drawing upon their professional and liberal education, Freeman College of Management students will be able to collaboratively create positive societal impacts through:

### **Analysis**

- Students will demonstrate the ability to understand organizations and analyze them rigorously.

### **Integrity**

- Students will possess the judgment, vision and integrity necessary to serve society and their professions.

### **Morality**

- Students will identify creative and morally responsible solutions to organizational and societal issues.

In addition to the Freeman Core Curriculum learning goals listed above, graduates of the Management & Organizations program will complete a curriculum designed to help them achieve the following specific learning objectives:

1. They will understand the importance of managing and organizing across multiple sectors to achieve economic, social and sustainable impact.
2. They will understand and be able to apply management and organizational theories, frameworks and concepts toward solutions that positively impact people, organizations and the grand challenges of our world.
3. They will understand the value of interdisciplinary approaches to managing and organizing.
4. They will understand how to inclusively work with diverse stakeholders to create shared value.

## **Courses**

### **MORS 201. Organizational Forms, Strategy and Structure. 1 Credit.**

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

This course explores forms, strategy, and structure in public, private, non-profit, hybrid, and cross-sectoral organizations. Students will be exposed to entity creation dynamics and how strategy and structure align to implement organizational mission.

### **MORS 202. People in Organizations. 1 Credit.**

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

This course explores how to apply theoretical frameworks for explaining, predicting, and influencing the behavior of individuals and groups in organizations. The focus will be on the challenges of managing oneself and others in ways that achieve positive organizational and individual outcomes.

### **MORS 210. Human Resource Management. 1 Credit.**

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

This course focuses on human resource management practices that enable members of an organization to maintain a productive and thriving workforce. Topics include recruitment, selection, training, performance evaluation, compensation, benefits, retention and separation. Prerequisite: MORS 201 or MORS 202.

### **MORS 211. Controversies in Human Resource Management. 1 Credit.**

**Offered Occasionally; Lecture hours:3**

This course discusses emerging issues and debates in the field of human resource management. Emerging issues in human resource management practice are considered in the context of debates among influential thinkers regarding the effective and ethical treatment of employees.

### **MORS 215. Special Topics in Management & Organizations. .25-1 Credits.**

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

A course on selected topics in management and organizations.

### **MORS 220. Leadership Theory & Development. 1 Credit.**

**Offered Fall, Spring or Summer; Lecture hours:3**

This course examines historical and contemporary leadership theories and their application in multifaceted industries. Students will use the foundation of these theories to explore their own personal leadership vision and create a leadership development plan.

### **MORS 221. Management Research and Analysis. 1 Credit.**

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

This course serves as an introduction to management and organizational research methods and design. Students will cover qualitative and quantitative research and analytic techniques, and the spectrum of this process from idea generation and theoretical framing, to data collection and analysis. Prerequisites: ANOP 102 or ENGR 226 or MATH 216 or MATH 227 or PSYC 215 or by instructor permission.

**MORS 222. Strategic Management. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course examines strategic concepts and explores the challenges of formulating and implementing organizational strategies in public, private, non-profit, hybrid and cross-sectoral organizations.

**MORS 230. Global Management and Grand Challenges in the 21st Century. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course will examine the roles of individuals and government, private, nonprofit, and cross-sector organizations, and the alignment of their strategies, structures, processes and value-chain activities, toward achieving environmental, social and governance effectiveness as they confront the grand challenges of the globe.

**MORS 231. Crisis Management. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course embraces an organizational perspective to explore social, economic and political change in communities and nations. We will discuss civil society and NGOs, private sector transitions and institutional reform in governments with particular emphasis on humanitarian assistance and development management during and after crises, disaster and war.

**MORS 240. Entrepreneurship. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course provides an overview of how to get an organization off the ground successfully from developing an initial product or service idea, to growing a startup and to a successful exit. The course provides a set of useful frameworks and tools for individuals considering a pursuit of entrepreneurship.

**MORS 241. Social Innovation and Entrepreneurship. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course critically examines the promise, perils and achievements of social innovation and entrepreneurship in addressing the world's complex problems. Students will utilize entrepreneurial knowledge, skills and processes in respect to social innovation and entrepreneurship ideation and action.

**MORS 250. Poverty and Organizations. 1 Credit.****Offered Occasionally; Lecture hours:3**

This course will specifically focus on the role of organizations in shaping and contributing to poverty and its causes and will ask students to consider whether organizations can, or should, do anything to redress current inequities contributing to poverty while creating policy and action to prevent future inequities.

**MORS 251. Environmental Social & Governance Reporting. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course examines Environmental, Social and Governance (ESG) Reporting, and how organizations design, measure and implement Key Performance Indicators that impact various stakeholders within and in relation to organizations.

**MORS 299. Management Internship. .25-1 Credits.****Offered Fall, Spring or Summer; Lecture hours:3**

This course involves an internship experience in a private, non-profit, public, hybrid or cross-sectoral organization. Students will engage in organizational tasks which are supervised by a field mentor and they will reflect on specific concepts, models and theories of management that they learned during their college experience.

**MORS 302. Responsible Management. 1 Credit.****Offered Both Fall and Spring; Lecture hours:3**

This course explores ethics and sustainability challenges associated with complex decisions in a variety of organizational forms. Prerequisite: MGMT 101. Juniors and seniors only.

**MORS 310. Talent Acquisition & Development. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course provides an overview of the process by which organizations recruit and deploy the organization's workforce. Students learn theories, research, policies, practices and legal considerations related to recruitment, selection, onboarding and employee development. Prerequisite: MORS 210.

**MORS 311. Total Rewards & Performance Management. 1 Credit.****Offered Either Fall or Spring; Lecture hours:3**

This course aims to develop an understanding of organization wage and salary statistics, incentive systems and employee health and pension systems. The course will also address performance management methods and their strengths/weaknesses. Students will learn about practice implications on society and develop responsible approaches to implementation. Prerequisite: MORS 210.

**MORS 315. Advanced Topics in Management and Organizations. .25-1 Credits.****Offered Fall, Spring or Summer; Lecture hours:Varies; Repeatable**

A seminar on advanced selected topics in Management and Organizations.

**MORS 316. Independent Study. .25-1 Credits.**

**Offered Occasionally; Lecture hours:Varies,Other:Varies**

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

**MORS 340. Advanced Entrepreneurship. 1 Credit.**

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

Course focuses on mentoring, guiding and teaching students who have a demonstrated or validated an entrepreneurial idea that could potentially result in the creation of a private, non-profit, public, hybrid, cross-sectoral, socially-oriented or sustainability-oriented organization. Course content focuses on shepherding ideas closer to a viable product/service or scaling. Prerequisite: MORS 240 or MORS 241 or MORS 335 or MORS 370.

**MORS 400. Management Consulting. 1 Credit.**

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

This course exposes students to principles and practices of management consulting. Students develop, organize and manage significant community-based projects that involve multiple stakeholder groups toward reaching future goals. Students must integrate knowledge, skills, abilities and experiences that they have accumulated during their college experience. Prerequisites: MORS 201 and MORS 202.