

BUSINESS ADMINISTRATION (BUS)

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The business program at Muhlenberg is nurtured by the liberal arts tradition of the institution and provides students with an excellent preparation for both a career and graduate school. Business majors have successfully launched their careers in a wide range of fields and activities, including the non-profit, arts, media, healthcare, and financial services industries. Some students combine a business major with accounting and have been especially successful in finding positions with “Big Four” accounting firms. Business is often the major of choice for students who wish to apply for law school. Many students, regardless of major, will eventually pursue a Master’s degree in Business Administration (MBA). A business major provides an excellent foundation for MBA studies.

The business program offered at Muhlenberg is especially appropriate for liberal arts students who want to understand more fully the international society in which we live and its aspirations. It emphasizes critical thinking, effective communication, and collaborative effort. The international, environmental, and ethical dimensions of business decisions are interwoven throughout the business curriculum, and there is a deep faculty commitment to instilling a love of learning and an appreciation of learning as a lifetime activity. The business program offers students four areas of concentration, plus an education abroad alternative, that build upon a commonly shared combination of foundation and core courses. In addition, all business majors, regardless of their concentration, enroll in the capstone course Business Policy & Strategy. This culminating experience, taken in spring of the senior year, integrates all earlier work in the major and exposes students to the interaction between the various functional areas within an organization.

SPECIAL PROGRAMS

Concentrations are available in the following areas: Arts Administration, Entrepreneurial Studies, Management and Organization Studies, and Marketing. Students interested in finance may choose the Finance Major in the Accounting, Business, and Economics Department. In addition, participation in a department approved education abroad program may be substituted for, or used to complement, a concentration in meeting the requirements of the business major. In consultation with their advisors, students also may “self-design” a concentration. Students who are

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business majors or minors cannot take accounting, business, economics, or finance courses on a pass-fail basis.

International Business and Education Abroad

For students with international business interests, the Maastricht education abroad program is especially attractive. The program was developed in cooperation with the University of Maastricht in The Netherlands and is fully integrated with the business major. Courses are offered by University of Maastricht faculty to participating Muhlenberg students during the fall semester of their junior year. Students attend courses in international business, economics, and politics, taught in English. Besides deepening global and cultural awareness, students have opportunities to travel to France, Belgium, and Germany, all of which are less than thirty minutes away, and meet business and political leaders from those countries. The program offers a global perspective and international experience that students will find advantageous in both finding a first job and in subsequent career advancement (see page 61).

Other department approved education abroad programs are also available for the student with international business interests. Students who wish to participate in the Maastricht program or any other department approved education abroad opportunity should consult with their faculty advisor as soon as such an interest is evidenced.

Areas of Concentration

Business majors receive a Bachelor of Arts degree with a major in Business Administration. All majors are required to select a concentration, or alternatively, participate in a department approved education abroad program.

Management and organization, some would claim, are what distinguish today's world from earlier times. Certainly, an appreciative knowledge of organizations, their structure and functions, and how they are managed is essential to an understanding of the world in which we live. The concentration in management and organization offers courses in organizational behavior and theory, leadership, management science, arts administration, and small business management. It provides an excellent foundation for those who aspire to positions of high responsibility in business or government.

The entrepreneurial studies concentration is designed for students who want to establish their own business or who expect to assume responsibilities for a family business. Students have the opportunity to understand entrepreneurship and develop business plans, to study venture capital, and to participate in an entrepreneurial practicum experience.

Marketing is a philosophy that guides the entire business organization. Its goal is to create customer satisfaction profitability by building value-laden relationships with customers. The marketing department cannot accomplish this by itself and must therefore team-up with other departments in the company and create partnerships with other organizations worldwide to deliver exceptional value to all customer groups. To prepare students for this challenge, Muhlenberg's marketing concentration offers an interdisciplinary and global perspective, along with the opportunity to develop

research techniques to assist firms with pricing, product distribution, and promotion decisions. Courses include marketing management, global marketing, non-profit marketing, electronic commerce, and marketing research.

The arts administration concentration provides students who wish to combine their interests in arts disciplines such as theatre, dance, music, and the fine arts, with in-depth study of business. While it is rooted in the business disciplines of management, marketing, finance, and accounting, its focus on the creative industries is designed specifically to help students who anticipate working in the arts in either for-profit or not-for-profit arts organizations.

Internship Opportunities

The department has an extensive internship program that provides the business major with a wide range of opportunities to gain valuable work experience. Supervised paid and unpaid internships, which can contribute to the degree, are available during the traditional school year. In addition, the department offers assistance in obtaining summer internships that may also contribute to the degree at Muhlenberg.

Honors Program in Business Administration

An honors program is available on an application basis to students who have completed the business core and have attained a grade point average of 3.700 or higher both in the major program and overall. Interested students should discuss the requirements and rewards of the honors program with their faculty advisor before the end of their junior year. The honors program requires the completion of a senior honors thesis (1 course unit) and encourages independent studies.

PROGRAM REQUIREMENTS

Major Requirements

In order to declare and remain a major in good standing in business administration, a student must achieve and maintain a cumulative grade point average of at least 2.000 in all courses applicable to the major. Once enrolled at Muhlenberg College, students must meet the major requirements by enrolling Muhlenberg courses (i.e., transfer courses are not acceptable).

A major in Business Administration must complete 12 courses which consist of the following three components:

I. Foundations (4 courses – must be taken at Muhlenberg)

Foundation courses will ordinarily be completed during the first two years.

ECN 101 Principles of Macroeconomics

ECN 102 Principles of Microeconomics

ACT 101 Financial Accounting

MTH 119 Statistical Analysis (preferably) **OR**
MTH 104 Statistical Methods

II. Core (4 courses – must be taken at Muhlenberg)

Business Administration majors are expected to complete all four foundation courses before enrolling in any core courses. Typically, the four core courses are taken during two consecutive semesters. Students will usually not enroll in any core courses before the spring semester of the sophomore year, although exceptions are possible for students who have completed their foundation requirements in their first year and for students who wish to complete their core requirements prior to studying abroad in their junior year.

BUS 233 or 234 Operations & Information Systems
BUS 235 or 236 Management
BUS 239 or 240 Marketing
FIN 237 or 238 Corporation Finance

III. Concentration (4 courses)

Business Administration majors are expected to have completed all four core courses before enrolling in any concentration courses or department approved education abroad program. Ordinarily, concentration courses will be enrolled during the junior and senior years. Participation in a department approved education abroad program is ordinarily done during the junior year.

International Business (Maastricht Education Abroad Program - see page 61)

The Maastricht education abroad program is specifically designed for department majors who wish to gain an international business perspective. The Maastricht program offers four courses in business and economics, three of which can be used to satisfy the concentration requirement. Students participating in the Maastricht program are encouraged to take additional concentration area courses. The following Maastricht program courses are always available to participating students:

MEA 261 European Economic Integration
MEA 265 International Management & Business Policy
MEA 267 Global Marketing Strategy
Muhlenberg Special Topics or Regular ABE Course

In addition, all business majors are required to take:

BUS 475 Business Policy & Strategy (Capstone)

Management and Organization Studies

Students must complete the following two courses:

BUS 360 or 361 Organizational Behavior
BUS 475 Business Policy & Strategy (Capstone)

In addition, students must choose two of the following:

BUS 311 Arts Administration
BUS 315 Management of Not-for-Profit Organizations
BUS 331 or 332 Management Science
BUS 335 or 336 Labor/Management Relations
BUS 352 Small Business Management

BUS 365 or 366 Leadership
BUS 430 Organization Theory
PHL 245 Business Ethics

Entrepreneurial Studies

Students must complete the following three courses:

BUS 351 Entrepreneurial Studies
BUS 433 or 434 Entrepreneurship Policy & Strategy
BUS 475 Business Policy & Strategy (Capstone)

In addition, students must choose one of the following courses:

BUS 352 Small Business Management
BUS 965 Entrepreneurial Practicum

Marketing

Students must complete the following three courses:

BUS 341 or 342 Global Marketing
BUS 347 or 348 Marketing Research
BUS 475 Business Policy & Strategy (Capstone)

In addition, students must choose one of the following:

BUS 260 or 261 Marketing in Not-for-Profit Organizations
BUS 304 Electronic Commerce & the Internet
BUS 345 or 346 Marketing Management

Arts Administration

Students must complete the following two courses:

BUS 311 Arts Administration
BUS 475 Business Policy & Strategy (Capstone)

In addition, students must choose one of the following two courses:

BUS 260 or 261 Marketing in Not-for-Profit Organizations
BUS 315 Management of Not-for-Profit Organizations

In addition, students must choose one of the following:

BUS 260 or 261 Marketing in Not-for-Profit Organizations
BUS 315 Management of Not-for-Profit Organizations
COM 312 Media Industries
ENG 373 The Literary Marketplace
PHL 236 Philosophy & the Arts
THR 164 Stage Management (0.5 units) AND
THR 970 Independent Study focused on stage management (0.5 units)

Minor Requirements

A minor in Business Administration consists of seven courses as listed below:

ACT 101 Financial Accounting
BUS 235 or 236 Management
BUS 239 or 240 Marketing
ECN 101 Principles of Macroeconomics **OR**
ECN 102 Principles of Microeconomics

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FIN 237 or 238 Corporation Finance

MTH 119 Statistical Analysis **OR**

MTH 104 Statistical Methods

One elective chosen in consultation with the faculty advisor

COURSES

225. Business Law I

The course provides a basic introduction to the legal aspect of business as it relates to the evolution of business structures, contracts, personal property, wills, and real property. Emphasis is given to legal terminology and problem-solving which can be useful for professional certification and entrance examinations.

226. Business Law II

A basic introduction to the legal aspects of business organizations and their commercial relationships and structures as such relate to corporations, partnerships, agency, commercial sales, and paper and secured transactions. Emphasis is placed on legal terminology and problem-solving which can be useful for professional certification and entrance examinations.

233, 234. Operations & Information Systems

The course provides an introduction to the operations function and to related information systems issues that occur in the manufacturing and service sectors. Students will explore concepts (and quantitative and qualitative decision methodologies) in supply chain management, lean production, quality, inventory management, forecasting, project management, and capacity management. The role of information technology, sustainability, and ethical analysis is integrated throughout the course.

Prerequisite: ACT 101 Financial Accounting and ECN 101 Principles of Macroeconomics and ECN 102 Principles of Microeconomics and MTH 119 Statistical Analysis or MTH 104 Statistical Methods

Meets general academic requirement W when offered as 234.

235, 236. Management

As a field of study, management extends from the decision-making thought process of the manager to dynamic human interactions within the organization to relationships between business and society. We will explore the art of management and build our understanding of what managers do, the issues they face, and who they are as people. And, we'll develop management skills and practice them both in class and in the context of our daily lives. Critical thinking will be developed through case studies and research, and awareness will be enhanced through survey instruments, learning teams, and class discussion.

Prerequisite: ACT 101 Financial Accounting and ECN 101 Principles of Macroeconomics and ECN 102 Principles of Microeconomics and MTH 119 Statistical Analysis or MTH 104 Statistical Methods

Meets general academic requirement W when offered as 236.

239, 240. Marketing

This course introduces students to the principles of marketing within the context of a dynamic business environment and expands upon the concept of marketing as a value creating function. Students will learn marketing theories and examine the methods marketers use to provide value to customers, business enterprises, non-profit organizations, and society in an ethical and socially responsible manner. Ethical decision-making is emphasized. Specific topics include strategic planning, marketing research, consumer behavior, targeting, segmentation, product development, distribution, pricing, and advertising/promotion.

Prerequisite: ACT 101 Financial Accounting and ECN 101 Principles of Macroeconomics and ECN 102 Principles of Microeconomics and MTH 119 Statistical Analysis or MTH 104 Statistical Methods

Meets general academic requirement W when offered as 240.

260, 261. Marketing in Not-for-Profit Organizations

Marketing in Not-for-Profit Organizations is a service-learning course that builds upon what the students have studied in Marketing. Other marketing courses primarily refer to for-profit organizations. In this course, the students learn about the non-profit sector; read about pertinent philosophical, religious, and

historical underpinnings behind philanthropy, volunteerism, and the non-profit sector; study marketing concepts and how they are applied at non-profits; and perform a hands-on service learning marketing project with a non-profit organization. Offered fall semester.

Prerequisite: BUS 239 or 240 Marketing or permission of instructor. Limited to juniors and seniors.

Meets general academic requirement W when offered as 261.

304. Electronic Commerce & the Internet

This course examines the technical, managerial, and strategic issues that surround the emergence of electronic commerce on the Internet. Included are issues related to business strategy, marketing, social networking, security and privacy, and legal and ethical issues.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 239 or 240 Marketing. Limited to juniors and seniors

311. Arts Administration

The creative industries include the individuals, businesses, and nonprofit organizations that create, present, and preserve vital elements of culture. Some key creative industries include live and recorded music, theatre, dance, and film, along with visual arts and literature. This course examines the economic and management realities facing artists and managers in those industries. Some key issues include the place of the arts in the economic landscape, labor markets for artists, the roles and functions of nonprofit arts organizations, arts gatekeepers and agents, government policy as it relates to arts and culture, and collaboration and competition in the arts industries.

Prerequisites: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors.

315. Management of Not-for-Profit Organizations

Nonprofit organizations are critically important to our society, providing services in the arts, historic preservation, public advocacy, environmental action, health, research, education, and social service. The course surveys the historical, social, and legal contexts of the nonprofit sector in the U.S. The main focus is how they are management, including structure, administration, leadership, marketing, finance, and resource development. Special attention is given to common nonprofit sector activities such as management volunteers, trusteeship, and fundraising.

Prerequisites: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors.

331, 332. Management Science

A survey of analytical models used to solve business problems in profit and nonprofit organizations. Topics include linear programming, integer programming, decision analysis, forecasting, network models, and simulation models. Throughout the semester spreadsheet software will be employed.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors

Meets general academic requirement W when offered as 332.

333, 334. Forecasting Models

An introduction to the mathematical and statistical models used in business and economic forecasting. Emphasis is placed on regression models, exponential smoothing, and Box Jenkins (ARIMA) models. Both forecasting theory and applications are examined.

Prerequisite: MTH 119 Statistical Analysis or MTH 104 Statistical Methods and ECN 101 Principles of Macroeconomics and ECN 102 Principles of Microeconomics. Limited to juniors and seniors

Meets general academic requirement W when offered as 334.

335, 336. Labor/Management Relations

The course begins with an introduction to and overview of major legislation affecting the labor movement in the U.S. Then, the major focus is on fostering an understanding of historical, contemporary, and likely future trends in the nature of labor/management relations in this country.

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Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors Meets general academic requirement W when offered as 336.

341, 342. Globalization & Marketing

Globalization & Marketing exposes students to the concepts, practices, and theories of international marketing and global trade and introduces students to the global interdependence of consumers and corporations. Students assess how international influences, such as culture, social structure, politics, monetary systems, and legal issues, affect the firm's management decision making process and marketing decisions and also influence consumer behavior. The realistic Export Plan project, where students introduce a new product to a country, requires extensive research. Students immerse themselves in the culture and economy of a country of their choice and then plan a global marketing strategy for their product. Offered spring semester.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors. Meets general academic requirement W when offered as 342.

345, 346. Marketing Management

Marketing Management expands student knowledge of basic marketing principles by merging the theoretical foundations of the discipline with actual business situations presented in a case study format, thus providing insight into complex marketing issues. The course will help develop students' decision-making skills by focusing on the major decisions that marketing managers and top management face in their efforts to integrate organizational capabilities and resources with marketplace needs and opportunities. Students will work in teams to develop a marketing plan for existing and hypothetical organizations. Offered fall semester

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors. Meets general academic requirement W when offered as 346.

347, 348. Marketing Research

Marketing Research examines the use of information to improve marketing management decision making. Students will have exposure to qualitative and quantitative research techniques. Building upon the students' marketing and statistics knowledge and using a systems approach, the class discusses the identification of data needs, methods of data collection, and analysis and interpretation of findings. Attention is given to identifying the many sources of error that occur when conducting research and the importance of minimizing total error. Typically, teams of students conduct a marketing research project for a client. Spring semester.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors. Meets general academic requirement W when offered as 348.

351. Entrepreneurial Studies

The initial entrepreneurship course is designed to awaken the student's entrepreneurial spirit. Class discussions and textbook readings will explore entrepreneurial characteristics, creative thinking methods, risk analysis, and business planning. Since the business plan serves as the model for entrepreneurial thinking, students will work in teams to build a business plan for a hypothetical business. Writing a business plan will expose the student to the marketing research methods, marketing strategies, and financial planning procedures needed to start a new venture.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors

352. Small Business Management

This course is designed to answer the "now what?" questions that face entrepreneurs once a new venture is launched. Issues include cash management, human resource issues, legal and regulatory concerns, ethical issues, operations, control of growth, distribution and sales, and successful exit strategies.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors

360, 361. Organizational Behavior

This course is a general introduction to the key concepts and theories in the fields of Organizational Behavior and Industrial/Organizational psychology. The teaching model involves experiential learning, reflective observation, abstract thinking, and experimentation. Students inquire into why people behave as they do with an emphasis on the human processes that occur in groups and organizations. They also engage in a team service-learning project in which they experience organizational issues first hand and learn about being a catalyst for change. Students are active participants in group exercises, role-plays, oral presentations and simulations.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors
Meets general academic requirement W when offered as 361.

365, 366. Leadership

In this course we will explore the nature of leadership and we will read relevant theory, work on case studies, take diagnostic instruments and apply this knowledge in class simulations and exercises. Students will conduct a leadership project outside of the classroom and will be supported along the way. They will also learn to add value as a “Leadership Coach”, and to use assessment data to spark reflection, growth, and practice. And finally, students will explore their own purposes in answering the “what” of leadership. What is it that is really worth doing and taking risks for?

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors
Meets general academic requirement W when offered as 366.

430. Organization Theory

This course examines contemporary organizational sciences: methods of organizational research; historical determinants of large-scale organizations; similarities and differences in for profit, not-for-profit, and public organizations; organizational goals, effectiveness, structure, technology; organizational birth, development, decline, and death; strategic design; organizational economics; organization-environment models.

Prerequisites: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to juniors and seniors

433, 434. Entrepreneurship Policy & Strategy – Venture Capital

A case based seminar reviewing entrepreneurship policy history and focusing on issues of venture capital and other forms of capitalization and enterprise growth, initial public offerings (IPOs), and entrepreneurial strategy.

Prerequisite: BUS 351 Entrepreneurial Studies
Meets general academic requirement W when offered as 434.

475. Business Policy & Strategy

The Business Policy & Strategy course integrates all earlier work in the major. In the capstone the student will develop the ability to consider an enterprise as an integrated entity, to use the concepts of policy and strategy, and to understand the environmental constraints and ethical considerations facing an organization. Each year student project teams in the various sections of the capstone will address a common theme, and the teams will present their project findings at a capstone poster session.

Prerequisite: BUS 233 or 234 Operations & Information Systems and BUS 235 or 236 Management and BUS 239 or 240 Marketing and FIN 237 or 238 Corporation Finance. Limited to seniors

960. Business Administration Internship

Under faculty supervision, students have the opportunity to learn by interning about ten hours per week in an organization. This gives students the opportunity to try out possible careers, apply classroom knowledge to “real world” situations, and establish contacts with professionals in their field of interest. Students are required to keep a professional journal, attend group meetings, and give a formal oral presentation about their internship experience. Pass-fail only.

Prerequisite: Limited to junior and senior majors or minors.

965. Entrepreneurial Practicum

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Students may elect to work in an entrepreneurial business environment and write a business plan, or students may elect to create a new business that they intend to personally pursue after graduation and write a business plan. Students may also elect an independent study in the field of international entrepreneurship or venture capital investing and write a compressive report of the findings and conclusions. In all cases students will be in contact with outside businesses and organizations as part of the work. All of these efforts will be supervised directly by the Entrepreneur-in-Residence.

Prerequisite: BUS 351 Entrepreneurial Studies. Limited to seniors