

MANAGEMENT AND BUSINESS

Department Overview

Mission Statement

We teach our students to master the core disciplines of the field and to prepare for tomorrow's dynamic global environment with a business education rooted in a strong liberal arts perspective.

The Program

As a department within a liberal arts college, our program teaches students to think about business from multiple dimensions, giving insight into the ethical, historical, technological, cultural, creative, ecological, and political forces that have shaped business and are shaped by it. By rooting our curriculum in a spectrum of six contextual dimensions (below), we lead our students to master the core disciplines of the field and to prepare for tomorrow's dynamic global environment. While bringing an interdisciplinary, liberal arts perspective to the study of business, our program does not sacrifice a firm education in the functional areas of management, marketing, accounting, and finance. Indeed, we offer business as a context to demonstrate the value of a liberal arts education.

Six Dimensions for Studying Management and Business in Context

The Department of Management and Business offers a firm education in the functional areas of management, marketing, accounting, and finance. In addition, the department has adopted six dimensions for studying management and business in context to help our students become well-rounded leaders in an increasingly complex world. These dimensions push students to explore the core disciplines of management and business within a spectrum of conceptual frameworks and perspectives drawn from various disciplines in the liberal arts and a contextual understanding of business operations and economic forces (e.g., historical, cultural, global, environmental, etc.). MB courses may fulfill one of these dimensions or several of them, depending on the course content.

- I. History, Philosophy, and Ethics of Management and Business
Courses that fulfill this dimension provide an opportunity for students to gain an historical understanding of the field and/or become familiar with the philosophical and ethical underpinnings of business and management as they relate to organizational decision-making.
- II. Media, Technology, and Innovation in Management and Business
Courses that fulfill this dimension provide an opportunity for students to engage with and use technology or to examine the role played by media, technology, and/or innovation in shaping organizations, the business world, product design and consumption, customer/employee communication, supply chains, relations at work, etc.
- III. Culture and Global Awareness in Management and Business
Courses that fulfill this dimension provide an opportunity for students to understand both the cultural dimensions of persons and organizations as well as the global-cultural context of business.
- IV. Creativity and the Arts in Management and Business

Courses that fulfill this dimension provide an opportunity for students to gain an appreciation for the centrality of creativity and artistic imagination to business, organizations, and entrepreneurship while simultaneously helping students grasp the commercial dimension of artistic production and dissemination.

V. Natural Environment and Sustainability in Management and Business

Courses that fulfill this dimension provide an opportunity for students to learn about close connections between business organizations and the natural environment, while highlighting issues of sustainability.

VI. Government and Politics in Management and Business

Courses that fulfill this dimension provide an opportunity for students to gain an in-depth understanding of the complex relationship between businesses, organizations, national governments, and global institutions (e.g., the impact of regulatory frameworks and public policy).

Chair of the Management and Business Department: David Cohen

Associate Chair: Ting Li

F. William Harder Chair in Business Administration: Matt Lucas

Professors: Timothy Harper, James J. Kennelly; Elzbieta Lepkowska-White; Pushkala Prasad, *The Zankel Chair in Management for Liberal Arts Students*; Mark A. Youndt

Associate Professors: Caroline D'Abate, David Cohen, Ting Li, Jina Mao, Christine Page, Minita Sanghvi, Mahesh Shankar, Aiwu Zhao

Assistant Professors: Mike Dunn, Chaoping Li

Teaching Professor: Cathy Hill

Executive in Residence: Colleen Burke

Lecturers: Jennifer Benninger, Joseph Diamante, Susan Freeman, Douglas Gerhardt, Catharine Hamilton, Peter Olmsted, John Ratzan

Business B.S.

Code	Title	Hours
Business Core		
MB 107	Business and Organization Management	4
MB 214	Foundations of Marketing	3
MB 224	Foundations of Organizational Behavior	3
MB 234	Foundations of Financial Accounting	4
MB 235	Foundations of Managerial Accounting	3
MB 240	Coaching, Mentoring, and Teamwork Service-Learning Experience	2
MB 306	Foundations of Business in the International Environment	3
MB 338	Foundations of Finance	4
MB 349	Business Strategy	4
EC 103	Introduction to Macroeconomics	4
EC 104	Introduction to Microeconomics	4
Select one of the following:		4
BI 235	Biostatistics	
EC 237	Statistical Methods	

MS 104	Introduction to Statistics
MS 204	Statistical Methods
PS 202	Statistics and Research Methods I (Psychology-Business double majors only)
SO 228 or SO 226	Statistics for the Social Sciences

Additional Requirements

Select three 300-level elective courses ¹	9-12
Select two courses offered through the WLL department (or courses approved as WLL courses)	6-8

Total Hours 57-62

¹ The following courses may not be counted as satisfying one of the elective requirements of the major: MB 240 Coaching, Mentoring, and Teamwork Service-Learning Experience, MB 299 Professional Internship in Business, MB 360 Consulting: Practice, Process, and Problem Solving, MB 399 Professional Internship in Business.

Suggested Course Sequence

Code	Title	Hours
MB 107	Business and Organization Management	4
EC 104	Introduction to Microeconomics	4
Select one WLL course ^{1,2}		3-4
MB 234	Foundations of Financial Accounting ^{1,2}	4
MB 235	Foundations of Managerial Accounting ²	3
EC 103	Introduction to Macroeconomics	4
Select one of the following: ^{1,2}		4
BI 235	Biostatistics	
EC 237	Statistical Methods	
MS 104	Introduction to Statistics	
SO 228 or SO 226	Statistics for the Social Sciences	
MB 214	Foundations of Marketing	3
MB 224	Foundations of Organizational Behavior	3
Select one WLL course ³		3-4
MB 240	Coaching, Mentoring, and Teamwork Service-Learning Experience ⁴	2
MB 306	Foundations of Business in the International Environment	3
MB 338	Foundations of Finance	4
Select three 300-level electives		9-12
MB 349	Business Strategy (senior year only)	4
Total Hours		57-62

¹ Students planning to study abroad during fall of their junior year must have completed MB 234 Foundations of Financial Accounting, one WLL course, and EC 237 Statistical Methods or MS 104 Introduction to Statistics or SO 228 Statistics for the Social Sciences or SO 226 Statistics for the Social Sciences (one required statistics course) before going abroad.

² Students planning to study abroad during spring of their junior year must have completed MB 234 Foundations of Financial Accounting, MB 235 Foundations of Managerial Accounting, one WLL course, and EC 237 Statistical Methods or MS 104 Introduction to Statistics or SO 228 Statistics for the Social Sciences or PS 202 Statistics and

Research Methods I (psychology-business double majors only)(one required statistics course) before going abroad.

³ Students can opt to take their second required WLL course for the major either before they go abroad, while abroad, or after they return to campus.

⁴ Students are strongly encouraged to take MB 240 Coaching, Mentoring, and Teamwork Service-Learning Experience prior to going abroad.

Note: The Management and Business Department strongly recommends students planning to major in management and business not study abroad until their junior year.

Statistics Requirement in the Major

Business majors and prospective business majors should enroll in EC 237 Statistical Methods or MS 204 Statistical Methods rather than MS 104 Introduction to Statistics under the following conditions:

- Student will or may major (or double major in bus-econ) or minor in Economics. These students should complete EC 237 Statistical Methods.
- Student will or may minor in Statistics. Students who decide to minor in statistics are strongly encouraged to take MS 204 Statistical Methods. R programming is introduced in MS 204 Statistical Methods and employed in most statistics courses in the minor.
- Student has strong quantitative skills at the point of course selection.
- Student will likely enroll in quantitative-oriented courses throughout their college career.

Service Learning in the Major

The Department of Management and Business views service learning as an important component of undergraduate business education. Students majoring in management and business are required to complete a service-learning requirement (e.g., MB 240 Coaching, Mentoring, and Teamwork Service-Learning Experience) to learn the value of civic engagement in the college and the larger community.

S/U Options in MB

It is MB Department policy that required MB courses for the major/minor are taken for a grade (no S/U). This includes:

Code	Title	Hours
MB 107	Business and Organization Management	4
MB 214	Foundations of Marketing	3
MB 224	Foundations of Organizational Behavior	3
MB 234	Foundations of Financial Accounting	4
MB 235	Foundations of Managerial Accounting	3
MB 240	Coaching, Mentoring, and Teamwork Service-Learning Experience	2
MB 306	Foundations of Business in the International Environment	3
MB 338	Foundations of Finance	4
MB 349	Business Strategy	4

Elective MB courses may be taken S/U at the faculty member's discretion. Courses counting toward the business major, but offered in other departments, follow the S/U policies of the respective department. EC 103 Introduction to Macroeconomics, EC 104 Introduction to Microeconomics, and EC 237 Statistical Methods, courses from the Economics Department required for the business major, may be taken S/

U. However, business majors with a double major in economics or a minor in economics must take EC 237 Statistical Methods for a grade (no S/U).

Interdepartmental Majors

In conjunction with other departments, the Management and Business Department offers interdepartmental majors in business-French, business-German, business-Spanish, and business-Political Science. See *Interdepartmental Majors*.

Writing Requirement in the Major

Written communication skills are an essential part of education in management and business. The Management and Business Department is committed to helping students enhance their writing skills in order to advance their ability to communicate in written form and to prepare them for their professional careers. While business students are expected to write at a high level of proficiency throughout the department's curriculum (in 100-, 200-, and 300-level courses), students will learn the conventions of writing in the discipline through an array of assignments in the curriculum including case study analyses, strategic business proposals, literature reviews, critical essays, research papers, and financial forecasting and projections. The department provides each student with an Assessment Criteria Rubric that outlines standards and expectations for writing assignments in the discipline. While the successful completion of MB 214 Foundations of Marketing, MB 224 Foundations of Organizational Behavior, MB 306 Foundations of Business in the International Environment, and MB 349 Business Strategy explicitly fulfills the writing requirement in management and business, the department expects students to demonstrate writing competence in all departmental courses.

Business Minor

Code	Title	Hours
Required Courses ¹		
MB 107	Business and Organization Management	4
MB 214	Foundations of Marketing	3
MB 224	Foundations of Organizational Behavior	3
MB 234	Foundations of Financial Accounting	4
Select two additional courses in business, at least one at the 300 level		6-8
Total Hours		20-22

¹ The following courses may not be used to satisfy any of these requirements: ID 190 Presenting the Brand Called Me, MB 240 Coaching, Mentoring, and Teamwork Service-Learning Experience, MB 299 Professional Internship in Business, MB 360 Consulting: Practice, Process, and Problem Solving, and MB 399 Professional Internship in Business.

Note: It is Management and Business Department policy that required management and business courses for the major/minor are taken for a grade (no S/U). This includes:

Code	Title	Hours
MB 107	Business and Organization Management	4
MB 214	Foundations of Marketing	3
MB 224	Foundations of Organizational Behavior	3
MB 234	Foundations of Financial Accounting	4
MB 235	Foundations of Managerial Accounting	3

MB 240	Coaching, Mentoring, and Teamwork Service-Learning Experience	2
MB 306	Foundations of Business in the International Environment	3
MB 338	Foundations of Finance	4
MB 349	Business Strategy	4

Elective MB courses may be taken S/U at the faculty member's discretion. Courses counting toward the business minor, but offered in other departments, follow the S/U policies of the respective department.

Entrepreneurship Minor - MB Path

The Minor in Entrepreneurship is administered by the Department of Management and Business and the Arts Administration Program.

OVERVIEW:

A minor in entrepreneurship with two distinct areas of focus, one in business and the other in arts entrepreneurship, offers students a versatile and innovative platform to explore the multifaceted enterprises of entrepreneurial endeavors. In the business area, students develop a deep understanding of traditional entrepreneurship, honing skills related to market analysis, business planning, financial management, and the startup ecosystem. Meanwhile, the arts entrepreneurship area caters to the unique needs of creative individuals, equipping students with the tools and knowledge to transform their artistic passions into sustainable careers. Skidmore's dual-focus entrepreneurship minor encourages students to harness their creative and analytical talents, empowering them to innovate and thrive in the everchanging worlds of both business and the arts, providing a dynamic foundation for future success in these diverse and exciting spaces.

While the same requirements of the entrepreneurship minor apply to all students, the structure of the minor includes flexibility for each student to tailor their course of study to their interests.

Recommended course of study for students interested in Business Entrepreneurship (18 credits):

Foundations (4 credits)

MB 107 Business and Organization Management

Financial Management (3 credits)

MB 322 Entrepreneurial Finance

Entrepreneurship (3 credits)

MB 350 Entrepreneurship and Small Business

Focused Electives (6 credits)

Electives from across the College curriculum may be chosen in consultation with the MB Chair or designee.

Structured Field Experience (min 3 credits. Must choose one of the following)

MB 371 Independent Study

MB 399 Professional Internship in Business

Multiple Counting of Courses:

Standard college rules apply for the multiple counting of courses as stated in the effective Catalog. Specifically, there can be no more than a two-course overlap in total for a major/minor program or for two minor fields. The student is responsible for being familiar with and following the appropriate guidelines.

Honors

To be eligible for departmental honors, students must:

1. attain a major GPA of 3.8 or higher;
2. attain a cumulative GPA of 3.0; and
3. complete MB 349 Business Strategy with a grade of A- or higher.

1.

Course Listing

AAMB 321 - Entertainment Law and Business

Credits: 4

An interdisciplinary study of the connections and conflicts between the business, artistic, and legal or ethical issues that arise in the arts and entertainment arena (theatre, music, film, television, literary, and visual arts). Students will explore, from both financial and creative perspectives, the complex and often fractious relationships among stakeholders in these industries while developing a practical understanding of the particular considerations that emerge with each kind of collaboration. Topics may include: the impact of new technologies and distribution methods, social media and marketing, copyright and piracy, privacy, free speech, defamation, and celebrity publicity rights and endorsements. This course covers the following dimensions for studying management and business in context: I, II, III, IV, VI.

AAMF 323 - Law and Ethics for Storytelling in Media

Credits: 4

The study of how filmmakers and documentarians, authors and artists, musicians, makers, marketers and storytellers protect their ideas, expressive works, and creative endeavors from being copied or stolen by others, especially in the digital age. Students will consider the legal and ethical issues these individuals confront as they produce their creative projects, particularly creations which incorporate other media content. Employing interdisciplinary methods and approaches, students will explore the legal, ethical, and practical issues involved in varying media production forms (video/film, photography, music/audio, documentary, web and exhibit-based narratives, etc.) for fiction and non-fiction storytelling. Students will develop approaches which synthesize underlying policies and best practices in order to challenge assumptions at the intersection of storytelling, business, art, law and creative expression.

MB 107 - Business and Organization Management

Credits: 4

A broadly based introduction to the field of business that can serve either as the first course in the departmental sequence or as an only course for a student desiring an overview of business and organization management. Topics include strategy, accounting and finance, industry and environmental analysis, company/internal analysis, marketing, ethics, social responsibility, sustainability, and work team dynamics. Students present individual written analyses and engage in group oral presentations. This course covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

MB 214 - Foundations of Marketing

Credits: 3

A comprehensive assessment of marketing's dynamic role in contemporary global society. The course emphasizes the development of marketing strategies which reflect domestic and cross-national competitive structures and diverse marketplace realities. Topics include consumer analyses, target market identification, positioning, e-commerce, ethics, sustainability, and coordination of marketing mix-elements. This course covers the following dimensions for studying management and business in context: I, III, V. Prerequisites: MB 107.

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MB 224 - Foundations of Organizational Behavior

Credits: 3

The study of human behavior in the organizational context. Students will gain an in-depth understanding of topics in the area of organizational behavior through three levels of analysis (individual, group, and organizational). Topics covered may include: organizational theory; managing diversity; personality, values, and work attitudes; perception; decision making; motivation and goal setting; teamwork; conflict and negotiation; leadership, power, and influence tactics; organizational structure; organizational change; and organizational culture. This course incorporates the following dimensions for studying management and business in context: I, II, III, IV, V, VI. Coverage of the dimensions may vary per instructor.

Prerequisites: MB 107.

MB 234 - Foundations of Financial Accounting

Credits: 4

An introductory course in financial accounting examining the process of accumulating accounting information for decision-makers outside the organization. It introduces the accounting process, reviews the preparation of financial statements, examines the accounting for assets and liabilities, and concludes with an examination of accounting for corporations. The course focuses on the interpretation and effective use of financial statements and other financial data.

Prerequisites: MB 107 or permission of instructor.

MB 235 - Foundations of Managerial Accounting

Credits: 3

Effective use and interpretation of financial information. Students examine the use of accounting information by managers for planning, control, decision-making and strategy development. Students learn key management accounting concepts and techniques specific to manufacturing and service entities. Topics include cost systems (history of traditional costing systems and evolution of new costing systems), budgeting strategies and techniques, performance evaluation, and responsibility accounting. This course covers the following dimensions for studying management and business in context: I, V.

Prerequisites: MB 234.

Note(s): Fulfills QR2 requirement; fulfills Fundamental QR requirement.

MB 240 - Coaching, Mentoring, and Teamwork Service-Learning Experience

Credits: 3

An exploration of the basic tenets of how to be a successful leader. The course has a significant fieldwork component as students will serve as a coach for other students working on the MB 107 Executive Presentation. Through this fieldwork, students will practice and hone the leadership skills learned in class. Coaches will build leadership, negotiation, conflict resolution, and team-building skills, learn the value of diversity in the workplace and how to manage through difference, and apply discipline-specific knowledge in this service learning experience.

Prerequisites: MB 107, MB 224, MB 234, and MB 235.

Note(s): Permission to repeat this course requires approval from the instructor. Not for liberal arts credit.

MB 245 - Madam President

Credits: 4

An exploration of issues of power and justice in political marketing in the United States, starting with the Suffragists movement in 1848 leading all the way till the 2020 presidential elections. This course facilitates an investigation of the interplay of gender hierarchies, power structures, justice, diversity and intersectionality within contemporary political campaigns in modern day America. An in-depth and nuanced perspective accompanied by various multimedia resources, helps students understand how the role of gender stereotypes and biases, issues of racism, ageism, fattism, homophobia, transphobia and xenophobia in a political campaign and beyond. In addition, students will engage with civic issues grounded in matters regarding gender and intersectionality by learning about and working with organizations, or working with civic leaders in local, state or national offices, or by writing letters to the editors or their elected officials.

Prerequisites: SSP 100.

Note(s): Fulfills Social Science requirement; fulfills Bridge Experience requirement.

MB 299 - Professional Internship in Business

Credits: 1-4

Professional experience at an intermediate level for students with foundational knowledge in business. With faculty sponsorship and department approval, students may extend their educational experience into areas of business related to their academic course work.

Note(s): MB 299 cannot be counted as one of the 300-level elective courses required of the management and business major/minor. No student may earn more than 9 semester hours of Professional Internship in Business including MB 299 and MB 399. Not for liberal arts credit.

MB 299H - Professional Internship in Business

Credits: 8

Professional experience at an intermediate level for students with foundational knowledge in business. With faculty sponsorship and department approval, students may extend their educational experience into areas of business related to their academic course work.

Note(s): MB 299 cannot be counted as one of the 300-level elective courses required of the management and business major/minor. No student may earn more than 9 semester hours of Professional Internship in Business including MB 299 and MB 399. Not for liberal arts credit.

MB 303 - Cost Accounting for Management Decisions

Credits: 3

A review of the various methods of cost accumulation for product costing and the analysis of cost data for planning and control. The course focuses on management systems and emphasizes the application of management accounting concepts and principles to decision making. This course integrates the following dimensions for studying management and business in context: II, VI.

Prerequisites: MB 235 or permission of instructor.

MB 306 - Foundations of Business in the International Environment

Credits: 3

An analysis of the political, social, legal, economic, competitive, technological, and cultural environments of international business. Students focus on the challenges facing international enterprises operating in these dynamic and often ambiguous environments. Topics include: competitions in global markets, organizational structure and control, transferability of management theories in a cross-cultural context, fundamentals of trade theory, global institutions and interdependencies, and the ethical, social, and ecological responsibilities of enterprises in a global context. This course covers the following dimensions for studying management and business in context: I, III, V, VI.

Prerequisites: MB 107, and EC 103.

Note(s): Prerequisites may be waived for interdepartmental business majors and international affairs majors/minors by permission of instructor.

MB 307 - Financial Accounting I

Credits: 4

Examines the generally accepted accounting principles related to the preparation of financial statements, with particular emphasis on balance sheet valuations and their relationship to income determination. The course also examines the concept of time-value of money; the application of present value techniques to accounting valuations, and the valuation and disclosure problems associated with cash, temporary investments, receivables, inventories, plant assets, intangible assets, and long-term investments.

Prerequisites: MB 235.

Note(s): Not for liberal arts credit.

MB 308 - Financial Accounting II

Credits: 4

Advanced course continuing the study of financial accounting begun in MB 307. Students will analyze the problems arising in the application of accounting theory to specific business situations. Students will explore financial reporting and disclosure topics, including inter-corporate investments, equity and debt financing, leases and pensions. Students will also address problems in income determination and reporting, including income tax allocation and earnings per share. Students will gain an understanding of financial statements and the financial data underlying financial reporting, and will focus on how financial information is used for decision making.

Prerequisites: MB 307.

Note(s): Not for liberal arts credit.

MB 309 - Banking and Financial Services Management

Credits: 3

An examination of the history, operations, and functions of American and international companies and institutions in the banking and financial services industry. Special emphasis is placed on how major strategic decisions are made in commercial banks and investment banks. Aside from investigating the mechanics of various financial products and markets, such as money markets, Treasury bonds, junk bonds, stocks, derivatives, ETFs, and insurance policies, students will also critically analyze several major financial crises in history and the role of financial regulations. This course covers the following dimensions for studying management and business in context: I, III, VI.

Prerequisites: MB 234**MB 311 - Working in America**

Credits: 4

The study of the evolution of work (specifically paid employment) from the early industrial age to the contemporary workplace with a focus on work's historical emergence and ongoing developments in the U.S. We will pay special attention to the issues of injustice and inequalities in the workplace emerging from political, economic, cultural and social changes. Work is viewed here not only as a product of the marketplace but also as a social and cultural phenomenon. We will also consider how industrialization significantly reshaped what working in the United States looks like and how the more recent trends in work arrangements have intensified issues of injustice and inequalities in the contemporary workplace in the United States.

Prerequisites: SSP 100.**Note(s):** Fulfills Bridge Experience requirement.**MB 312 - Social Identity in the Workplace**

Credits: 3

An exploration of issues, theories, and research findings focusing on the implications of social identity and categorization in the workplace. Topics include perceptual processes, stereotyping, in-group and out-group dynamics, demographic fault lines, work group processes, and business policy. This course covers the following dimensions for studying management and business in context: I, III, VI.

Prerequisites: MB 224.**MB 313 - Consumer Behavior**

Credits: 4

An examination of the psychological, sociological, and anthropological theories related to consumer decision-making. With the goal of understanding of consumer behavior, motivation, memory, cognition, attitude formation and change, persuasion, learning, and value systems of cultures and subcultures. This course covers the following dimensions for studying management and business in context: I, III.

Prerequisites: MB 214.**MB 314 - Organizational Theory**

Credits: 3

The development of alternative concepts, models, and theories of organizing as a basis for determining strategy and structure in both domestic and international organizations. The course provides the application of theory to organizations in the public, private, and not-for-profit sectors.

Prerequisites: MB 224 or permission of instructor.**MB 316 - Dynamics of Leadership**

Credits: 4

An integration of traditional theories of leadership with contemporary approaches to group dynamics in order to provide a framework for the leadership roles encountered in modern organizations, both public and private enterprise. Students assess their personal strengths and challenges as leaders. There is also a required practicum, which provides an opportunity to apply theory and to further develop and practice leadership skills. This course covers the following dimensions for studying management and business in context: I, III.

Prerequisites: MB 214, MB 224, MB 234, and MB 235.**Note(s):** This course cannot be taken simultaneously with MB 240.**MB 317 - Marketing Research**

Credits: 4

Examines the influence of research on strategic and tactical decisions in marketing and business. Topics include the overview of research design, the use of the Internet in marketing research, the application of research in creating promotions and brands, ethical and global challenges in research.

Prerequisites: MB 214.**MB 319 - E-Commerce and Management Information Systems**

Credits: 4

An introduction to the management of data-driven business in the modern era. Using managerial and technological perspectives, students will explore a wide range of technical, administrative, strategic and financial issues regarding electronic commerce and managing related information systems in large organizations, small enterprise and government. Students will analyze e-commerce business models, concepts, strategies, security frameworks, knowledge management systems and marketing methods while considering related IT architectures and infrastructures in business enterprise. Topics include global e-commerce and logistics, mobile technology, data mining and applications of business intelligence. This course covers the following dimensions for studying management and business in context: I, II, VI.

Prerequisites: MB 214.**MB 322 - Entrepreneurial Finance**

Credits: 3

An exploration of the tools and strategies necessary to start and manage a business from the financial perspective. Entrepreneurial Finance examines the elements of entrepreneurial finance, focusing on the early stages of company development. The course addresses key questions that challenge all entrepreneurs: when to use sweat equity or bootstrapping instead of raising money; how much money can and should be raised; when should it be raised and from whom; what are typical sources of capital and how do they make investment decisions; what is a reasonable valuation; how to construct a capitalization table; typical term sheet terms and how and when to negotiate them; and how should funding, employment contracts and exit decisions be structured. In addition, the course includes an in-depth analysis of the structure of angel investments funds, venture capital funds and the private equity industry.

Prerequisites: MB 107 or AA 201.

MB 333 - Business Law I

Credits: 3

A study of the origin of laws, philosophy of law and related ethical issues, and the court system and its legal procedures with emphasis on their impact in business and economic situations. Specific topics, which will be studied using a modified Socratic method and examination and briefing of case law, include contracts, agency, LLCs, corporations and partnerships. This course covers the following dimensions for studying management and business in context: I, VI.

MB 334 - Business Law II Contemporary Issues

Credits: 3

A study of law and regulation relating to contemporary business issues in areas including artificial intelligence, the gig economy, the rise of Uber, employment, the environment, intellectual property, real property ownership and use and related national and international issues that may arise. We will use a modified Socratic method as well as the examination and briefing of case law to explore the complex legal and ethical relationships between business, national governments, global institutions and the natural environment. The course covers the following dimensions for studying management and business in context: I. History, Philosophy and Ethics of Management and Business; III. Culture and Global Awareness; V. Natural Environment and Sustainability; VI. Government and Politics.

Prerequisites: MB 333.**MB 336H - Diversity and Discrimination in the American Workplace: Is the Melting Pot Boiling Over?**

Credits: 4

An examination of the efforts and struggles of U.S. organizations to become more diverse by including a range of diverse social identity groups along gender, race, ethnic, religious and other dimensions. Focuses on the need for organizations to confront legacies of exclusion while simultaneously facing demands for recognition and inclusion from systematically disadvantaged groups. Students work with theoretical approaches that directly engage with power and justice and on a hands-on action research project looking at organizational culture and workplace diversity related conflicts.

Prerequisites: SSP 100.**Note(s):** Fulfills Cultural Diversity requirement; Fulfills Bridge Experience requirement.**MB 337 - Advertising and Promotion**

Credits: 4

An examination of advertising and promotion principles from an integrated marketing communication perspective, emphasizing the planning, design, and implementation of advertising campaigns. Topics include consumer and market analysis, creative strategy, media selection, promotional budgeting, campaign evaluation, and agency relations. The course covers the following dimensions for studying management and business in context: II, IV.

Prerequisites: MB 107 and MB 214.**MB 338 - Foundations of Finance**

Credits: 4

An examination of the fundamentals of business finance as influenced by political, cultural, economic, and physical environmental forces. Attention is given to the implications of entrepreneurial and international activities on financial activities. Students study the implications of entrepreneurial and international activities on financial decisions. Topics include an overview of the financial environment including investments, capital markets and institutions, corporate financial theory, asset pricing, financial analysis and planning, corporate capital structure and costs, and corporate investment decisions. This course covers the following dimensions for studying management and business in context: I, VI.

Prerequisites: MB 235 and EC 237 or MS 104 or MS 204 or PS 202 or SO 226.**MB 339 - Investments**

Credits: 3

An investigation of the concepts of security analysis and valuation and of the fundamentals of market analysis. Students will study securities and security markets, risk-return characteristics of investment types, and investment strategies including the use of convertible securities and options. This course covers the following dimension for studying management and business in context: I, II, VI.

Prerequisites: MB 235 and MB 338.**MB 341 - Sustainable Finance**

Credits: 3

An overview of the latest developments in the theory and practice of sustainable and responsible finance. Students will develop an understanding of the challenges and opportunities of environmental, social and governance (ESG) issues facing businesses and investors, and of how they can address these challenges through sustainable investing. This course covers the following dimensions for studying management and business in context: I., II, and VI. 3 credit hours.

Prerequisites: EC 237, ID 210, MS 104, PL 202, SO 226 or SO 227.**MB 343 - Intellectual Property in the Global Economy**

Credits: 4

A globally oriented, interdisciplinary study of intellectual property (e.g., copyrights and patents) as fundamental business assets that drive innovation and influence international trade and social issues such as: economic development, agriculture, healthcare, the environment, education, and the advancement of knowledge and art in modern society. Students will learn to formulate arguments regarding underlying economic, legal, and social policies and to challenge policymakers' assumptions at the intersection of international business, economics, law, and social policy. This course covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

MB 344 - International Marketing

Credits: 4

An examination of the influence of cultural, political, legal, technological, socioeconomic, and physical environments on international marketing decisions in the modern US and abroad. The course discusses ethical alternatives by taking broader view on business that embraces justice, equality and the well-being of society in US and abroad. Students engage in many applied activities in this course.

Prerequisites: MB 214 or permission of instructor and SSP 100. (Fulfills Bridge Experience).

MB 345 - Global Financial Management

Credits: 4

An extension of MB 338 to the financial management of corporations in the global environment. Student will study the role of multinational industrial corporations in world trade and explore international capital markets and institutions, international financial analysis and planning, international debt and equity financing, international corporate investment decisions, the influence of foreign currency on finance decisions, and the relationship between business development and the global physical environment. This course covers the following dimensions for studying management and business in context: II, III, VI.

Prerequisites: MB 338.**MB 347 - Comparative Management**

Credits: 3

A foundation for understanding and managing in a multicultural environment and workplace. Through studying similarities and differences among managers, management practices, and organizations in different countries and regions, students will develop an understanding of the significant issues facing multinational corporations in their management of international operations. Throughout the course, the impact of culture will be examined on micro- and macro-organizational issues, including employee motivation, communication, negotiation, decision-making, multinational teams, as well as firm strategies. This course covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

Prerequisites: MB 224.**MB 349 - Business Strategy**

Credits: 4

A capstone course designed to afford senior majors an integrative view of the functional areas of business while developing critical analytic and strategic thinking skills. Students master frameworks and tools to perform in-depth analyses of organizations, industries, and competitors; create value; achieve strategic goals; and sustain competitive advantage. Primarily taught through case analysis and readings, the course includes a team-based competitive computer simulation in which students run their own companies. Through rigorous written analyses, the course partially fulfills the writing requirement for the Management and Business major. This course fulfills the senior coda requirement. This course covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

Prerequisites: MB 214, MB 224, MB 235, MB 306, and MB 338.**Note(s):** Fulfills Senior Experience Coda requirement.**MB 350 - Entrepreneurship and Small Business**

Credits: 3

An exploration the many dimensions of new venture creation and creation and growth. The course focuses on the formulation and implementation issues that relate to conceptualizing, developing, funding and managing successful new enterprises. Using case discussion methodology combined with presentations by guest entrepreneurs, the course applies concepts and techniques from the functional areas of finance, accounting, marketing, organizational behavior and strategy to the pursuit of value creation. The course culminates in the writing and presentation of business plans. It covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

Prerequisites: Management and Business major/minor.**Note(s):** Not for liberal arts credit.**MB 351 - Special Topics in Business and Management**

Credits: 1-4

Advanced and special topics in business that reflect areas of current relevance. This course allows the student to study in depth an area only briefly covered in the regular curriculum or to study an advanced, currently relevant topic that would not normally be covered in the regular course offerings. Topics will vary from semester to semester.

Prerequisites: Will vary each time the course is offered; there will always be some of the business core required for this course.**Note(s):** This course will only count as one of the required 300-level electives for the major/minor when it is taken for 3 or 4 credits. May be repeated for credit with permission of department chair.**MB 355 - Business, Ethics and Society**

Credits: 4

An interdisciplinary approach to an understanding of business in American society including a study of ethical obligations to employees, consumers, stockholders and others. Students explore the role of national business in a global economy, of the obligations of business to the natural environment and of corporate responsibility to local, national and international communities. Emphasis will be on the application of ethics to actual business situations including a service learning project. Readings incorporate philosophy, government, environmental and social issues, in addition to using case studies. This course covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

Prerequisites: MB 107.**MB 358 - Human Resource Management**

Credits: 4

Explores the history, theory, and practice of human resource management (HRM). The course focuses on thinking systematically, strategically, and ethically about managing employees. Students examine the importance of recruitment, selection, diversity, job design, performance appraisals, training, and compensation to both the worker and the organization. This course covers the following dimensions for studying management and business in context: I, III, VI.

Prerequisites: MB 107, MB 224.**MB 360 - Consulting: Practice, Process, and Problem Solving**

Credits: 4

Advanced seminar and practicum focusing on the process and practice of strategic consulting. Student consultants partner with the extended Saratoga community through the course's Skidmore-Saratoga Consulting Partnership (SSCP) to provide pro bono consulting services. Working in teams, students apply their academic training and knowledge to identify and tackle critical business issues and recommend strategic opportunities, helping area for-profit and not-for-profit clients achieve their goals. The final deliverables of MB 360 include a formal consulting report and presentation to the client. This course covers the following dimensions for studying management and business in context: I, II, III, IV, V, VI.

Prerequisites: Open by permission only. Permission granted on the basis of an application to the MB department, faculty nomination, and GPA.**Note(s):** Counts as a service-learning course. Does not count as a 300 level elective in the MB major/minor. Course is repeatable with faculty approval up to three semesters. Not for liberal arts credit.

MB 371 - Independent Study

Credits: 1-4

Research or special project in management and business. Independent study provides an opportunity for a student already well grounded in an area to pursue an interest which falls outside the domain of courses offered by the department. The student should carefully define a semester's work that complements his or her background, initiate a proposal with a study sponsor, and obtain formal approval from the student's sponsor and the department chair. Application to do such work in any semester should be made and approved prior to registration for that semester. This course may or may not count as one of the 300-level required electives for the major or for liberal arts credit, depending on consultation with the department chair and the registrar (and, in exceptional instances, the Curriculum Committee of the college).

Prerequisites: MB 214, MB 224, MB 235, MB 306, MB 338, and permission of department. May be repeated for credit.

MB 373 - Thesis Seminar A

Credits: 3

Required seminar for students planning to write a thesis in the department. Students learn about conducting research, develop their research question, derive hypotheses, and select appropriate research methodologies. Students must complete a thesis proposal that is approved by the department and the student's thesis advisor.

MB 374 - Thesis Seminar B

Credits: 3

Students implement the thesis proposal: collect and analyze data; identify results; and project their implications for management theory, practice, and future research. The seminar prepares students for writing the final document and for the oral presentation to the department.

Prerequisites: MB 373 or permission of instructor.

MB 399 - Professional Internship in Business

Credits: 1-4

Professional experience at an advanced level for juniors and seniors with substantial academic experience in business. With faculty sponsorship and department approval, students may extend their educational experience into areas of business related to their academic course work.

Note(s): MB 399 cannot be counted as one of the 300-level elective courses required of the management and business major/minor. No student may earn more than 9 semester hours of Professional Internship in Business including MB 299 and MB 399. Not for liberal arts credit.