Faculty Meeting Agenda
9 December 2002

Call to order at 4:10 pm, University Center Room 308
Refreshments will be served at 3:30 pm in the Faculty Lounge of the University Center

1. Corrections or approval of the 21 October 2002 faculty meeting minutes

2. Memorial Resolution
   - Professor Yong Kim will give the memorial resolution for Professor James A. McLennan, Jr.
     Professor Emeritus of Physics.

3. Graduation Motions – Bruce Correll, Registrar

4. Committee Motions
   - Graduate and Research Committee – Professor George Wilson
     - MBA Concentration in Corporate Entrepreneurship
     - Certificate in Corporate Entrepreneurship
     - Certificate in Supply Chain Management

5. Unfinished Business

6. New Business

7. Committee Reports

8. President’s Report

9. Provost’s Report

10. Adjournment

Please note the following meeting dates for Spring 2003:

10 February 2003
24 March 2003
5 May 2003

All meetings will begin at 4:10 p.m. in the University Center Room 308, preceded by refreshments served at 3:30 p.m. in the Faculty Lounge of the University Center.
Lehigh University

MINUTES OF THE FACULTY MEETING

9 December 2002

Presiding: Gregory Farrington (University Center 308)

President Farrington called the meeting to order at 4:10 PM.

1. Minutes. The minutes of the October 21, 2002 faculty meeting were APPROVED.

2. Memorial Resolutions. Professor Yong Kim read a tribute to James A. McClennen, Jr., late Professor Emeritus of Physics, who then MOVED that his remarks be incorporated in these minutes [see Attachment 1] and that a copy be sent to the family. The President declared the motion APPROVED by acclamation and the faculty STOOD for a moment of silence in memory of James A. McClennen, Jr.

3. Graduation Motions. Registrar Bruce Correll introduced the three customary January graduation motions [see Attachment 2]. He then MOVED acceptance of three motions. The motions were SECONDED and PASSED.

4. Committee Motions. Professor George Wilson, on behalf of the Graduate and Research Committee, MOVED adoption of three proposals from the College of Business and Economics—an MBA Concentration in Corporate Entrepreneurship, a Certificate in Corporate Entrepreneurship and a Certificate in Supply Chain Management [see Attachment 3]. The motions were SECONDED and PASSED.

5. Unfinished Business. President Farrington noted the upcoming memorial service for Walter Dealtrey, Lehigh Valley entrepreneur and friend of Lehigh. He said the university had hoped to honor Mr. Dealtrey with an honorary degree.


7. Committee Reports. None

8. President’s Report. President Farrington began by noting that budget preparation is underway to his satisfaction. He observed that these are challenging economic times at many universities. He said he was confident that prudence would pay in a softer landing for Lehigh.
There is a record number of early decision applications. The final budget parameters will be determined by the board of trustees at their February meeting.

In the spring, the university will begin the process of taking a close look at the Greek system — fraternities in particular. He said everyone desires there to be a sound footing for Greek houses. External consultants have been hired who will visit campus several times, and report to a task force comprised of students, Greek alumni and faculty. The task force will consider the consultants’ report and make recommendations.

9. Provost’s Report. Provost Ron Yoshida began by announcing that the total of 41 faculty searches has increased to 43 with the addition of two searches in the College of Education. Four offers are already out with two acceptances received for positions in the College of Business and Economics.

Regarding the budget, he noted that sickness and accident insurance is available for TAs. Gas, etc. for 2002-03 academic year with the university providing a $150 subsidy this year to each person qualifying. However, those eligible must apply for the program and may sign up in January.

President Farrington stated that a diversity update would be coming soon and wished everyone happy holidays.

The meeting stood adjourned at 4:37 PM.

__________________________________________
Stephen F. Thode
Secretary to the Faculty
304 Rauch Business Center
(610) 758-4557
FAX: (610) 882-9415
E-mail: sft8
Memorial Resolution for James Alan McLennan, Jr.

James Alan McLennan, Jr. died on Monday, November 18, 2002, in the VNA Hospice of St. Luke's Hospital, Bethlehem. He was 77 years old. Although his death was not unexpected, the passing of this unassuming giant of intellect, understanding and confidence has left his family, friends and colleagues with a profound sense of loss. At the time of his death, he was emeritus professor of physics, actively involved in the life of the Physics Department until the last few weeks of his life.

He is survived by his son, W. Ross, of Bethlehem, daughter, Marie C. Mimi Groves of Dublin, Ohio, and seven grandchildren: Christina, Justin, a Lehigh sophomore, Benjamin and Jaclyn McLennan; Olivia, Erin and Mason Groves. His wife Elizabeth R. 'Betsy' died five years earlier.

Professor McLennan was born in Decatur, Georgia on November 24, 1924 as son of the late James A. and Edith E. Camp McLennan. He was raised in Birmingham, Alabama till he entered Auburn University in 1942. Enlisted into military service in 1943, he served in the Army Air Corp as a bomber navigator stationed in Labrador. After his discharge from the service in 1946, he entered Harvard University to complete his university education, earning a bachelor's of science degree in physics in 1948. He entered Lehigh University, then a hot bed of physics staffed with many returning physicists from war research efforts, earning his M.S. degree in physics in 1950 and his Ph.D. degree under Professor Peter Havas in 1952.

In 1952 he joined the General Electric Company and carried out theoretical modeling studies of the neutron transport processes within various nuclear reactor fuel rods. He returned to Lehigh as an Instructor in 1953. He was promoted to Professor in 1962 and served as chairman of the Physics Department from 1968 till 1978. Throughout his tenure as a member of the Lehigh faculty, he was a strong presence both in teaching and research, and he served in various university committees, including chairing the Educational Policy Committee. McLennan received the Alfred Robinson Award of the University in 1957. Twelve of his students earned Ph.D. degrees, covering a wide range of dissertation topics within his field. His research contributions earned him a worldwide reputation as a theorist of the highest caliber, and brought him early recognition in the form of election to Fellow of the American Physical Society.

Professor McLennan was a giant in his field of specialization, non-equilibrium statistical mechanics and kinetic theory. A canonical-version theorist, he worked out a wide range of physics problems from the standpoint of Boltzmann's integro-differential equation and also contributed significant new methods. His last major work before retirement was to develop a highly formal framework for treating by first principles the evolution of the stable states of matter for a large system of electrons and nuclei; as the temperature or density is varied. His reputation brought him visits from abroad by those physicists, who had been following his work. He assembled his latest research interests into a monograph, which was published by Prentice Hall under the title, Introduction to Non-Equilibrium Statistical Mechanics, in 1989. His scientific work continued for most of his retirement years since 1991.

One of his retirement projects was to write the history of the Physics Department, which took him way back to its beginning, in the context of the beginnings of early physics departments in the U.S., and to the founding of the University. Characteristically, he retracing followed the intellectual development in the field of physics and in the academic scene at Lehigh, and unearthed early ideas by Lehigh physics
faculty members at the turn of the twentieth century, ideas which have since become fashionable. Through the project, he showed what is important for a great university. His writing is posted in the Physics Department web site.

He was a key leader in the founding of the Sherman Fairchild Laboratory for Solid State Studies in the seventies. He helped define its structure and provided liaison with Lehigh Physics alumni who had risen to senior executive positions of the Sherman Fairchild organizations, resulting in a major gift from the Sherman Fairchild Foundation. He oversaw the construction of the Sherman Fairchild Laboratory and negotiated gifts of major research equipment for the building from science intensive corporations. He presided over the hiring of the first Sherman Fairchild professor, George Watkins, in 1975.

Al, as he was commonly known, with his wide disarming smiles was always approachable. He was generous with his time to students and colleagues alike and was a great sounding board, since he was curious about a wide range of topics and read widely. His ability to see the larger picture and to separate the inconsequential from the essential helped bring about clarity to whatever issue was on the table. This approach helped shape his teaching and profoundly affected the students in many of the courses he taught. His comments, such as "Hire the brightest regardless of specialty," and "Physics is waged globally," were often referred to as the McLennan principles in the Physics Department. Al believed that the often-cited tension between teaching and research was ill conceived: to him, research and teaching were a seamless continuum, one feeding the other.

Al was an active bridge player and an avid gardener to the end. His appreciation for music included operas and classical compositions; he sang in the men's choir, Bethlehem Mennonch, in earlier years. His devotion to his children and grandchildren led to his working with the Boy Scouts for years. His two sabbatical leaves, one at the University of Brussels in 1960-61 and the second at the University of Zurich in 1966-67, enriched him and his family with lasting interest in sensible living and adventures of outdoors and skiing. In the mid-sixties, Al was seen to raise the roof of their cape cod house in order to add a dormer. Later, when his contractor went bankrupt while building their new house, he took over as a contractor and did some of the work himself and hired subcontractors for the rest.

Al McLennan’s life will be an enduring testimony of what is really possible at Lehigh for generations of academics to come. We take great satisfaction in having shared some part of our lives together as colleagues and friends. In his long association with Lehigh he brought great distinction to the University, and we celebrate his being.

Respectfully submitted

[Signatures]

Gary G. DeLeo

Yong W. Kim

Sheiden H. Rabin

Mr. President, I move that this Memorial Resolution be made a matter of permanent record by inclusion in the minutes of this meeting and that copies be sent to the members of Professor McLennan's family.
December 9, 2002

GRADUATION MOTIONS

That, with the approbation and consent of the Board of Trustees
signified by their mandamus, the appropriate academic degrees be
conferred at the end of the current semester on those individuals who shall
have completed all requirements for graduation no later than Wednesday,
January 8, 2003, and that the President of the University and the Secretary of
the Faculty be authorized to sign on behalf of the Faculty, diplomas issued to
these individuals;

That the appropriate graduation honors be awarded to those individuals whose
averages the as computed by the Office of the Registrar, shall entitle them to
be graduated with honors high honors, or highest honors according to the
regulation published in section 3 11.1 of the current edition of the Rules and
Procedures of the Faculty;

That the Committee on Standing of Students be empowered to act for the Faculty
on any special cases involving candidates for bachelor's degrees which may
arise between now and January 8 and that the Graduate Committee be
empowered to so act in cases involving candidates for graduate degrees.
Memo

To: Voting Faculty

From: Graduate and Research Committee
       George R Wilson Chair

Date: 12/9/2002

Re: Proposed CBE MBA concentration and Graduate Certificate Programs

The Graduate and Research Committee has approved an MBA Concentration in Corporate Entrepreneurship, a Certificate in Corporate Entrepreneurship, and a Certificate in Supply Chain Management and will bring them to the floor of the December 9 Faculty Meeting with a motion for approval. Supporting documentation for these proposals is included.
September 26, 2002

To: George Wilson, Chair  
   Graduate and Research Committee

From: Mike Kolicin and Kathleen Troxler

RE: Certificate Program in Corporate Entrepreneurship

The following proposal was endorsed by the Management and Marketing Department in their department meeting in February 2002. It was approved by the faculty at the College of Business & Economics faculty meeting on May 1, 2002. It is being submitted for Graduate and Research Committee’s approval. We would like the designation of Certificate in Corporate Entrepreneurship to begin appearing on the qualified students’ diplomas in January 2003.

CERTIFICATE PROGRAM IN CORPORATE ENTREPRENEURSHIP

I. Introduction

We propose the introduction of a certificate in Corporate Entrepreneurship within the MBA Program. The goal of the certificate is to provide courses to prepare students to successfully evaluate business opportunities within a corporate environment as well as an individual entrepreneur. The concentration requires students to complete a series of courses to prepare them for all facets of entrepreneurship. Students will take courses that focus on venture capital, financial forecasting, target markets, intellectual property, performing a business audit and processes and infrastructure. The students’ experience may include writing an actual business plan for a start-up firm or business acquisition or they may enroll in a project or internship course which will provide hands-on experience in an entrepreneurial environment. The concentration area will be guided and directed by a Lehigh faculty member but will be largely taught by experienced business professionals, practitioners and entrepreneurs who bring tremendous knowledge and real world application to the classroom.
2. **Rationale**

Businesses often nurture the entrepreneurial spirit by forming New Ventures groups within their organizations. These groups evaluate new acquisitions, explore markets for new products and services and develop new commercial enterprises. The members of these groups require a special blend of education to develop the skills of discovery, innovation and leadership that starting a new enterprise requires. In addition, many of our customers are interested in starting their own businesses in the future. By providing the broad range of necessary skills and tools needed for success, Lehigh is filling a niche area for both our students and our corporate clients.

3. **Resource Implications**

Since the courses listed below are already offered on a regular basis in the MBA Program, no new faculty resources will be required. The College of Business and Economics has been offering this program with a certificate issued by the College for the past year. There is ample room in the classes to accommodate the additional students. The courses are offered once a year, usually in the summer.

Since the students in these classes will be part-time students from industry, they will do the majority of their assignments off campus. Virtually all of the courses listed use Blackboard to support the class. There should be no additional impact on library or computer resources.

4. **Admissions Requirements**

Students admitted to the certificate program will enter the University under non-degree status. Due to requirements related to our AACSB accreditation and the rules for non-degree students, certificate students are required to have a 3.0 undergraduate GPA or higher and 2 years of professional work experience.

5. **Certificate Requirements**

The certificate will require 12 credit hours of coursework with 6 credit hours required courses and 6 credits of electives.

**Required Courses:**

Anatomy of Entrepreneurship: Start-Ups and Established Companies (1 cr.)
Market Opportunity: Targeting Strategies and Selling Tactics (1 cr.)
Performing a Business Enterprise Audit: Developing an Industry Perspective (1 cr.)
The New Venture Organization: Management Design and Governance (1 cr.)
Financial Forecasting: Developing Pro Forma Financial Statements (1 cr.)
Financing Start-Ups: Seeking Outside Venture Capital (1 cr.)

Elective Courses:

Business Plan I: Strategic Considerations (2 cr.)
Business Plan II: Operating Strategies and Implementation (2 cr.)
Intellectual Property: Management and Valuation (1 cr.)
Processes and Infrastructure: Creating Production and Delivery (1 cr.)
Establishing Credit Facilities: Asset-Based and Cash Flow Forecasting (1 cr.)
Developing Exit Strategies: Concepts and Approaches (1 cr.)

Integrative Experience/New Venture Internship (1-4 cr.)

6. Course Descriptions

GBEN 401 - THE BUSINESS PLAN I: Strategic Considerations (2 cr.)

This course is first of a two-part sequence that focuses on the initial steps necessary to design and build a high-impact business plan for the start-up company or new enterprise within an existing firm. The development process is integrative, complex, and time-consuming for the entrepreneur. Foundation or strategic-level issues that impact the formation and growth of the new enterprise are addressed. The goal in this first phase is to complete various sections of the business plan that deal with market opportunity, industry trends and developments, company positioning, competitive advantage, and core competencies. This course is project-oriented and makes extensive use of one-on-one instruction between class meetings. Students identify a market opportunity, develop the product/service offering, target potential customers and users, assess market demand, analyze market penetration, and determine the revenue potential of the new venture. 2 Credits/28 contact hours

GBEN 402 - THE BUSINESS PLAN II: Operating Strategies and Implementation (2 cr.)

This course is the second of a two-part sequence that focuses on the final steps necessary to complete the business plan. This phase concentrates on designing
the appropriate operational framework and business processes, including
technology and infrastructure, that are required to successfully launch the new
enterprise. The business plan must also demonstrate that the venture will have
strong leadership and a capable management team to deal with uncertainty
and drive results. Finally, the business plan must incorporate detailed
financial forecasts and financing methods, and should address equity valuation
and investor exit strategies. Like its predecessor, this course is project-
oriented and makes extensive use of one-on-one instruction between class
meetings. Additional emphasis is placed on developing an effective format
and packaging of the written document.  2 Credits/28 contact hours

GBEN 403 - ANATOMY OF ENTREPRENEURSHIP: Start-ups and
Established Companies (1 cr.)

This interactive seminar focuses on understanding the true meaning of
entrepreneurship. The new venture opportunity is profiled from the
perspective of the individual entrepreneur who is starting a business and
embarking on a new career path involving high risk and reward. Different
entrepreneurial management styles are analyzed and highlighted. Course
emphasis is also placed on managing innovation and creativity in a corporate
environment. Successful implementation of entrepreneurial activities for
the large company makes special demands on management to promote
discovery and create internal stakeholders. Both start-ups and established
companies are placed under the microscope through guest speakers, panel
discussion, selected readings, and case analysis. 1 Credit/14 contact hours

GBEN 404 - MARKET OPPORTUNITY: Targeting Strategies and
Selling Tactics (1 cr.)

The focal point of any business plan is identifying and understanding the
target customer that will be served. The product/service offering must have
strong buyer appeal and capture immediate attention in the marketplace. The
need to rapidly penetrate a market demands that a marketing mix be designed
built and implemented in a manner that leads to differentiation and superior
positioning. Maximizing marketing firepower with severely limited financial
and organizational resources is a major challenge that confronts today's
entrepreneurs. Market segmentation strategies, the target marketing process,
forming market alliances, and managing the selling process are viewed from
the perspective of seed and early stage ventures. 1 Credit/14 contact hours
GBEN 405 - INTELLECTUAL PROPERTY: Management and Valuation (1 cr.)

New technologies create new markets and new venture possibilities. Their discovery and success rate, along with the ability of an enterprise to leverage these assets in markets, depends on how the firm views and manages its investment in intellectual property. Obtaining the necessary legal protection of intellectual property can also serve as an effective barrier to entry and may be a source of competitive advantage. This seminar focuses on the strategic management of intellectual property as a commercial enterprise, covers methods of valuation, and examines various accounting and legal issues that must be considered in strategic-level decision making. Credit/14 contact hours

Financial Responsibility: Financial responsibility for this course and concentration is assumed by the College of Business & Economics.

GBEN 406 - PERFORMING A BUSINESS ENTERPRISE AUDIT: Developing an Industry Perspective (1 cr.)

New ventures must position themselves for long-term growth and market development. Entrepreneurs create enterprises, define their organizations, and build business models based on changes in technology, government regulation, demographics, and shifts in other exogenous variables. A strategy must be crafted that is sustainable over the long run. Success or failure is often predicated on market cycles, market saturation, supply/demand imbalances and other forces that are not controllable. This seminar places emphasis on assessing the market potential and valuation of start-ups from an industry or macro-perspective, particularly from the view of an outside investor. It also focuses on how to gather and make effective use of competitive intelligence. Credit/14 contact hours

GBEN 407 - PROCESSES AND INFRASTRUCTURE: Creating Production and Delivery (1 cr.)

This course provides an overview of the internal capabilities and the process and technology platform required to fully operationalize the business plan. Critical business activities and functions are dissected, such as establishing needed back-end procurement, production, and distribution services that focus on supply chain dynamics and management; determining the scope of front-end call center and e-commerce activities; managing logistics; and utilizing information systems and web-based solutions that effectively link customers, elements of the supply chain, and employees. These topics are explored from the perspective of the start-up and emerging company as well.
as the large corporation engaged in new venture creation 1 Credit/14 contact hours

**GBEN 408 - THE NEW VENTURE ORGANIZATION:**  
*Management, Design, and Governance (1 cr.)*

Managing a new enterprise presents unique and difficult challenges for its leadership. Expanding workloads and the increased complexity of tasks resulting from the rapid and sustained growth of the business create the need for a smooth transition from entrepreneurial-style management to professional management. Timing is critical, and for many start-ups it is not an easy bridge to cross. This course dissects the design and characteristics of small organizations, and the need to correctly align structure with strategy. It also considers how entrepreneurial activities should be seeded, managed, organized, and executed within the context of an established company. Under scrutiny are the heavy demands placed upon entrepreneurs and corporate managers to effectively lead and manage under highly uncertain conditions where change is a constant. Additional course emphasis is placed on comprehending the critical role that boards of directors play for start-up companies. 1 Credit/14 contact hours

**GBEN 409 - FINANCIAL FORECASTING: Developing Pro Forma Financial Statements (1 cr.)*

No business plan would be complete without providing detailed financial projections and identifying the key assumptions that help shape the numbers. The financial translation of business models is expressed through pro forma income statements, balance sheets, and sources and uses of funds. Having this information allows management, investors, and lenders to measure and evaluate future financial performance. This exercise also establishes the capitalization required to launch the venture, support operations, and meet interim goals as the enterprise progresses through the beginning stages of its development. Course emphasis is placed on the use of forecasting methods and breakeven analysis, working capital and cash flow management, and identification of accounting and financial issues that impact on profit measurement and financial risk. 1 Credit/14 contact hours

**GBEN 410 - FINANCING START-UPS: Seeking Outside Venture Capital (1 cr.)*

This course provides an overview of the venture capital market, examines the nature and role of the venture capitalist, and analyzes whether and how venture capital financing may be the preferred approach in raising outside
capital. Venture deals are closely examined in terms of types of equity
instrument, methods of valuation, milestones and staged release of funds,
special provisions that may include antidilution measures and other protective
arrangements, and developing term sheets. Emphasis is also given to
dissecting the process and criteria used to seek and attract venture capitalists,
including angel investors. Various scenarios and trade-offs are covered in
this intensive course. 1 Credit/14 contact hours

GBEN 411 - ESTABLISHING CREDIT FACILITIES:
Asset-Based and Cash Flow Financing (1 cr.)

Borrowing from a commercial bank or a credit intermediary can provide
outside funding for working capital and equipment purchases in many
situations. For seed and early stage firms, attention is often given to asset-
based lending programs that make use of first liens on accounts
receivable and inventory or fixed assets to provide added legal protection to
creditors. For later stage firms, traditional line-of-credit financing may be
feasible and desirable from a cash flow standpoint. Various borrowing
alternatives, including leasing, are covered in this course along with
coventants and restrictions that often apply. Government loan programs,
especially those of the Small Business Administration are also given
emphasis. 1 Credit/14 contact hours

GBEN 412 - DEVELOPING EXIT STRATEGIES: Concepts and
Approaches (1 cr.)

Sophisticated equity investors require that an exit or harvest plan be
developed and that it be viable and capable of being executed within the
foreseeable future. Venture capitalists and angel investors anticipate their
future departure and a positive financial outcome at the very point the deal is
struck in the present. Various planned and unplanned exit strategies are
analyzed in this course which include: an initial public offering, offering the
business for sale, merging with another company, franchising, acquisition of
shares by some investors, or liquidation of the business. Valuation methods,
financial and tax implications, and due diligence are also examined. 1
Credit/14 contact hours

GBEN 413 - INTEGRATIVE EXPERIENCE/NEW VENTURE
INTERNSHIP (1-4 CR.)

Only students enrolled in the Entrepreneurial concentration may elect one of
these hands-on, project-oriented courses. Integrative Experience must meet
the requirements of formal independent study and involve a new venture
situation with a start-up or existing company. Students employed in a New Venture Internship may also qualify for course credit if the same requirements are satisfied.

This independent study course will be offered in fall and spring. Projects will be developed and supervised by Dale Falcinelli as part of his normal teaching duties.

7. Additional Information

All 12 Entrepreneurship Series courses have been offered during this academic year. The courses have received very high evaluations from students and have attracted executives from outside organizations as well. The faculty is well credentialed and has expressed interest in continuing to teach this series on an annual basis. Course enrollments have ranged from 12 to 25 with enrollments increasing as the reputation for the quality of the classes has spread.
May 13, 2002

To: George Wilson, Chair
Graduate and Research Committee

From: Mike Kolchin and Kathleen Trexler

Re: Corporate Entrepreneurship Initiative

The following proposal was endorsed by the Management and Marketing Department at their Department meeting on April 2, 2002. It was accepted by the College Policy Committee and approved by the faculty at the College of Business and Economics faculty meeting on Wednesday, May 1, 2002. It is being submitted for the Graduate and Research Committee's approval. We would like to begin offering the concentration in Spring 2003.

**MBA CONCENTRATION IN CORPORATE ENTREPRENEURSHIP**

1. **Introduction**

We propose the introduction of a concentration in Corporate Entrepreneurship within the MBA Program. The goal of the concentration is to provide courses to prepare students to successfully evaluate business opportunities within a corporate environment as well as an individual entrepreneur. The concentration requires students to complete a series of courses to prepare them for all facets of entrepreneurship. Students will take courses that focus on venture capital, financial forecasting, target markets, intellectual property, performing a business audit and processes and infrastructure. The students’ experience may include writing an actual business plan for a start-up firm or business acquisition or they may enroll in a project or internship course which will provide hands-on experience in an entrepreneurial environment. The concentration area will be guided and directed by a Lehigh faculty member but will be largely taught by experienced business professionals, practitioners and entrepreneurs who bring tremendous knowledge and real world application to the classroom.

2. **Rationale**

Businesses often nurture the entrepreneurial spirit by forming New Ventures groups within their organizations. These groups evaluate new acquisitions, explore markets for new products and services and develop new commercial
enterprises. The members of those groups require a special blend of education to
develop the skills of discovery, innovation and leadership that starting a new
enterprise requires. In addition, many of our customers are interested in starting
their own businesses in the future. By providing the broad range of necessary
skills and tools needed for success, Lehigh is filling a niche area for both our
students and our corporate clients.

3. About the Faculty

Dale F. Falcinelli provides the guidance and direction for the entrepreneurship
program. He is a seasoned market strategist who understands the dynamics and
complexity of new venture creation. Through his consultancy, he has
championed the needs of hundreds of start-up and emerging companies. He brings
over 25 years of experience as a strategic advisor to CEOs and boards of directors
of seed and early stage firms as well as with established companies engaged in
entrepreneurial activities. In 2001, he received the prestigious Entrepreneurial
Advocate Award from the Ben Franklin Technology Partners of Northeastern
Pennsylvania for his leadership, expertise and service in the field of
entrepreneurship.

Mr. Falcinelli has been an adjunct member of the Lehigh University MBA faculty
for over two decades, where he has held positions as Executive in Residence and
Lecturer in the College of Business & Economics. He received the MBA
Excellence in Teaching Award in 1998, the Lehigh University Junior Award for
Teaching Excellence in 2000, and 2001 PanHel Faculty Award for Most
Outstanding Professor.

Mr. Falcinelli has participated on numerous corporate boards of directors. He is
presently both board member and Chairman of BNK Advisory Group, Inc., a
bank strategic financial services firm. He serves as board member and Vice
Chairman of Kappa USA, LLC, a joint venture that distributes and markets the
Milan-based Kappa brand soccer products to domestic retailers. He is also a board
member of Vistat Bancorp, Inc., a $750 million community bank with branches in
New Jersey and Pennsylvania.

Peter Turner is currently Director, President and Chief Operating Officer of
Connecticut-based Torrington Research Company. Mr. Turner was instrumental
in transforming Torrington into a technology leader within its industry. Mr.
Turner had been president of cmb-Hayes, a manufacturer of motorized blowers
and direct competitor of Torrington. He started his career as a CPA with Touche
Ross & Co. in Philadelphia. Mr. Turner earned his B.S. degree in Economics from
the Wharton School at the University of Pennsylvania in 1979 and an M.B.A.
Charles Zeynel capped a 25-year distinguished career with Union Carbide Corporation (which recently merged with Dow Chemical) as the Director of Corporate Ventures. His primary duties were merger and new venture creation in Europe, North and South America. In 1998, Mr. Zeynel also assumed responsibility for Union Carbide's joint venture activities in the Asia Pacific market. He led the Union Carbide effort in the negotiation and formation of the Optimal Group of Companies, a newly formed enterprise jointly owned by Dow and Petronas, Malaysia's national oil company. Today, Mr. Zeynel is the founder and President of ZAG International, a niche-based firm that specializes in working closely with successful small to mid-sized operating companies to develop and implement aggressive growth plans in North American markets. Mr. Zeynel assumes an active role in their strategic management and positions these enterprises for expanded international.

Peter J. Cronk, Esq. is a Partner in the Philadelphia firm of Duane, Morris & Heckscher LLP, a leading Pennsylvania law firm with offices throughout the Commonwealth. He specializes in contracts and litigation related to patents, trademarks and copyrights, technology transfer, licensing agreements, and trade secret protection. Mr. Cronk is a nationally recognized legal authority on intellectual property issues and is often invited to speak before major corporate audiences. Mr. Cronk received his J.D. from Seton Hall University School of Law in 1986 and B.S. in Materials Engineering from Lehigh University in 1981.

Craig T. Scott is President & General Manager of Reda Sports Corporation in West Easton, PA. His primary focus is to plan, organize and manage corporate strategy and business development, including forming market alliances and engaging in new venture creation, for a major sporting goods marketing and distribution company that is globally positioned. In 1998, he had previously served as Vice President of Reda Sports Express, one of the largest divisions of Reda that direct markets sporting goods equipment and apparel to over 10,000 independent stores and team dealers located throughout the United States.

Before joining Reda in 1996, Mr. Scott was a marketing executive with Cherrydale Farms, Inc., a North American-based confection manufacturer. In prior years, he also was a territory manager and market developer for Amerada Hess Oil Corporation headquartered in Woodbridge, NJ.

Fred Fracalvez is Chairman and CEO of Millennium 3 Capital, a venture fund he co-founded that provides investment capital to start-ups and early stage companies. Previously, he was Vice Chairman of ING Barings Furman Selz and Chief Operating Officer of Furman Selz LLC until February 1998. He was also a member of the Joint Americas Operating Committee of this international investment banking, financial services, and securities firm. He was Co-Chairman of the firm's Capital Commitment Committee and was a member of the Board of
Before joining Furman Selz in March 1995, Mr. Fraenkel spent nine years at Lehman Brothers where he was a Managing Director and Director of Global Research overseeing 110 analysts located in New York, London, Tokyo and Hong Kong. As Global Research Director, Mr. Fraenkel was responsible for managing the department's ascension in the Institutional Investor poll from a rank of 15th in 1989 to 1st in 1990, 1991, and 1992. Prior to Lehman Brothers, Mr. Fraenkel was Chairman and Chief Executive Officer of Market America Group, an investment advisory firm. He also spent four and a half years as Director of Equity Research and a member of the Board of Directors at Prudential Securities. Mr. Fraenkel began his Wall Street career in 1974 as a securities analyst with Goldman Sachs & Company, and was Chief Investment Strategist for E.F. Hutton from 1980 to 1982.

Mr. Fraenkel received a B.S. in Economics and Finance from Lehigh University, and an M.B.A. from the Wharton School, University of Pennsylvania. Mr. Fraenkel was elected to membership of Beta Gamma Sigma and Omicron Delta Epsilon the national business school and economics honorary societies. He is Chairman of the Board of Advisors of the College of Business and Economics of Lehigh University.

Mr. Fraenkel is a member of the New York State Teachers Retirement System Advisory Committee. He is a member of the New York Society of Security Analysts and the AIMR. Mr. Fraenkel was the focus of a recent case study published by the Harvard Business School where is also a guest speaker.

**Gus Gustafson** is Vice President of Fragrance Manufacturing, Inc., an Allentown, PA niche company that provides contract manufacturing, repackaging and filling services to the fragrance industry and personal care market. Mr. Gustafson is chiefly responsible for strategic marketing and business development. Previously Mr. Gustafson was a principal and co-founder of Millbrook Incorporated, a leading software development company that focuses on the data processing needs of property and casualty insurance companies. He was primarily responsible for the market launch of Millbrook's breakthrough data warehouse software product (Beacon) as well as developing strategic alliances with leading software houses. In prior years, Mr. Gustafson served as the President of International Strategic Alliances Corporation, a U.S. style manufacturing operation located in Archangelsk, Russia. His efforts were concentrated in engineering, manufacturing, and erecting wood frame component housing using 100% Russian labor and framing materials. He served as Vice President of Shelter Systems Corporation, which also focused on the introduction of U.S. style housing to overseas countries, such as Israel, Croatia, Armenia, St. Croix, Spain, Japan, and Ukraine where environmental factors pose a major concern. While at Shelter Systems, Mr. Gustafson also held the position of
Director of Manufacturing and was responsible for overseeing eight U.S. factories. He began his corporate career during the mid-70s with Procter & Gamble, and, prior to his departure, had designed, installed, and implemented a multi-million dollar material handling system to streamline operations.

Mr. Gustafson holds a B.S. in Chemical Engineering from Lehigh University and an M.S. in Dynamics of Organization from the University of Pennsylvania. He, along with other co-founders of Millbrook Incorporated, received the 2000 Incubator Graduate of Year Award from the Ben Franklin Technology Partnership. Mr. Gustafson is often a featured speaker at the Lehigh University Iacocca Institute. He also serves as an adjunct faculty member at Lehigh, was the recipient of the Lehigh University Alumni Award, and has served on the Lehigh Alumni Association Board of Directors.

Bert Shlensky is President and CEO of Sure Fit, Inc., a privately held company with sales in excess of $125 million that manufacturers a full line of slip covers under the Sure Fit Fielderest, Cannon brand names. Dr. Shlensky was originally retained as President/Chief Operating Officer of Sure Fit, Inc. by acquirer, Bear Steins, in 1990. A nationally recognized turnaround specialist with an entrepreneurial flair, Dr. Shlensky steered Sure Fit back to profitability, and with venture capital backing acquired Sure Fit in 1997 in a management buyout from then-owner, Pillowtex. Previously, Dr. Shlensky had headed such companies as WestPoint Pepperell's Cluett Shirt Group (includes Arrow, Colours, Burberry and two private labels), Apparel Fabrics' Alamac Knitting, Mission Valley, Lindale Denim Mill and Talbot Knitting Mills.

Dr. Shlensky began his corporate career in 1972 upon joining Fry Consultants in New York. In 1974, he moved to Hadley C. Ford and Associates, management consultants. In 1976, Dr. Shlensky was appointed Director of Corporate Marketing at USI Consumer & Apparel Group, where he was later promoted to Vice President-Marketing. In 1982, Dr. Shlensky became President of Talbot Knitting Mills, and restored to profitability their Talbot and Givenchy brands.

Dr. Shlensky's entrepreneurial talents were ultimately put to the test with Sure Fit, Inc. in 1990. He was given a virtual free hand to reinvent an old-fashioned industry, and aggressively transformed Sure Fit into a growth-based, highly profitable enterprise. As its CEO and major shareholder, Dr. Shlensky reengineered Sure Fit by creating an operating environment that thrives on innovation and change.

Sure Fit maintains sales and marketing offices in Manhattan. The firm employs 800 in manufacturing and distribution at its plant facilities in Allentown, PA, also the location of Sure Fit's corporate headquarters.
A native of Chicago, Dr. Sliwensky holds a Ph.D. and M.B.A. from Massachusetts Institute of Technology and B.S. from Roosevelt University.

Jeffrey P. Libson, Esq. is a Corporate and Securities Practice Managing Partner in the Berwyn, PA offices of Pepper Hamilton LLP. Pepper Hamilton has achieved the status of listing on AMLAW 100, a group that consists of the 100 largest law firms in the United States.

Mr. Libson's practice is devoted primarily to the areas of securities law, venture financing, mergers and acquisitions, and the licensing and acquisition of intellectual property. He serves as outside general counsel to boards of directors of both public and privately held companies, including the Ben Franklin Technology Partnership. Mr. Libson frequently represents boards of directors on wide ranging legal issues and structuring corporate governance. He often advises independent directors regarding their fiduciary responsibilities in considering purchase offers and dealing with takeover situations. His experience in due diligence spans many years and hundreds of corporate clients.

Within the venture financing and securities practice arena, Mr. Libson has represented both funding sources and companies in venture financing transactions, and has represented investment banks and issuers in public offerings (including initial public offerings) and private placements of equity and debt securities. Within the mergers and acquisitions practice arena, Mr. Libson has represented buyers, sellers and investors in numerous acquisition, disposition and combination transactions, affecting both public and private companies. Company industries include biotech, diagnostics, pharmaceutical, health care (HMO), software consulting, e-commerce and communications, among others. Within the intellectual property practice arena, Mr. Libson has represented numerous companies, including pharmaceutical companies, biotechnology companies, consumer products companies, computer software developers and R&D contractors, in the acquisition and licensing of patents, trademarks, copyrights and trade secrets and in the development and commercialization of new products and technologies.

Mr. Libson received his J.D. from Duke University School of Law in 1981, after earning a B.A. in Economics and English at Oberlin College in 1976. He has lectured on many occasions and has published articles in the areas of securities law and venture financing transactions. He serves as a Trustee of Friends Central School, a nonprofit educational institution, and is a Board Member of Lighthouse Youth Center, a nonprofit youth services organization.

Marty Rudolph, CPA is a Senior Managing Director of RSM McGladrey, Inc. and a Partner in McGladrey & Pullen, LLP, the seventh largest accounting and consulting organization globally.
Mr. Rudolph previously held the position of Managing Partner of Rudolph, Palitz LLC, a major southeastern PA regional accounting firm. His tenure with Rudolph, Palitz, LLC spanned approximately 25 years during which time the CPA firm grew by more than 500% and, in 2000, was merged with RSM McGladrey, Inc. and McGladrey & Pullen, L.L.P. Mr. Rudolph had also served as Partner-in-Charge of Tax Services with Rudolph, Palitz, LLC, where he managed and directed tax planning, research, and compliance for its clients. He also specialized in providing tax and financial planning for emerging companies and closely held businesses, including their shareholders and families.

Mr. Rudolph has also served as a member of the board of directors of both publicly held and private companies. In this capacity, he has extensive experience in the valuation and negotiating of acquisitions and divestitures.

He holds an M.B.A. in Finance and Accounting from Drexel University and a B.S. in Accounting from Temple University. He has lectured in accounting at Temple University and Villanova University, and for many years was an Adjunct Associate Professor at Drexel University.

4. **Concentration Requirements**

The concentration will require 12 credit hours of coursework with 6 credit hours required courses and 6 credits of electives.

**Required Courses:**

- Anatomy of Entrepreneurship: Start-Ups and Established Companies (1 cr.)
- Market Opportunity: Targeting Strategies and Selling Tactics (1 cr.)
- Performing a Business Enterprise Audit: Developing an Industry Perspective (1 cr.)
- The New Venture Organization: Management Design and Governance (1 cr.)
- Financial Forecasting: Developing Pro forma Financial Statements (1 cr.)
- Financing Start-Ups: Seeking Outside Venture Capital (1 cr.)

**Elective Courses:**

- Business Plan I: Strategic Considerations (2 cr.)
- Business Plan II: Operating Strategies and Implementation (2 cr.)
- Intellectual Property: Management and Valuation (1 cr.)
- Processes and Infrastructure: Creating Production and Delivery (1 cr.)
- Establishing Credit Facilities: Asset-Based and Cash Flow Forecasting (1 cr.)
Developing Exit Strategies: Concepts and Approaches (1 cr.)
Integrative Experience/New Venture Internship (1-4 cr.)

4.1 Course Descriptions

GBFN 401 - THE BUSINESS PLAN I: Strategic Considerations (2)

This course is first of a two-part sequence that focuses on the initial steps necessary to design and build a high-impact business plan for the start-up company or new enterprise within an existing firm. The development process is integrative, complex, and time-consuming for the entrepreneur. Foundation or strategic-level issues that impact the formation and growth of the new enterprise are addressed. The goal in this first phase is to complete various sections of the business plan that deal with market opportunity, industry trends and developments, company positioning, competitive advantage, and core competencies. This course is project-oriented and makes extensive use of one-on-one instruction between class meetings. Students identify a market opportunity, develop the product/service offering, target potential customers and users, assess market demand, analyze market penetration, and determine the revenue potential of the new venture. 2 Credits/28 contact hours

Instructional Mode: Lectures, intensive one-on-one consultations.

Rationale: A business plan is an essential component of the planning, financing and successful implementation of a new venture. It will outline product and/or service lines, target markets, expected avenues of financing, pro forma financial statements, managerial structure, infrastructure requirements and possible exit strategies.

Academic Impact: The course will not be cross-listed. No known effects to the University’s commitment to diversity.

Resource Impact Statement: The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 2 credit course will be offered once per year and is currently part of Dale Falcinelli’s teaching load. We have adequate faculty resources to offer this course.

Financial Responsibility: Financial responsibility for this course and concentration is assumed by the College of Business & Economics.
GBEN 402 - THE BUSINESS PLAN II: Operating Strategies and Implementation (2 cr.)

This course is the second of a two-part sequence that focuses on the final steps necessary to complete the business plan. This phase concentrates on designing the appropriate operational framework and business processes, including technology and infrastructure, that are required to successfully launch the new enterprise. The business plan must also demonstrate that the venture will have strong leadership and a capable management team to deal with uncertainty and drive results. Finally, the business plan must incorporate detailed financial forecasts and financing methods, and should address equity valuation and investor exit strategies. Like its predecessor, this course is project-oriented and makes extensive use of one-on-one instruction between class meetings. Additional emphasis is placed on developing an effective format and packaging of the written document. 2 Credits/28 contact hours

**Instructional Mode:** Lectures, cases, intensive one-on-one counseling

**Rationale:** A business plan is an essential component of the planning, financing and successful implementation of a new venture. It will outline product and/or service lines, target market, expected avenues of financing, pro forma financial statements, managerial structure, infrastructure requirements and possible exit strategies.

**Academic Impact:** The course will not be cross-listed. No known effects to the University's commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 2 credit course will be offered once per year and is currently part of Dale Falcinelli's teaching load. We have adequate faculty resources to offer this course.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics.

GBEN 403 - ANATOMY OF ENTREPRENEURSHIP: Start-ups and Established Companies (1 cr.)

This interactive seminar focuses on understanding the true meaning of entrepreneurship. The new venture opportunity is profiled from the perspective of the individual entrepreneur who is starting a business and embarking on a new career path involving high risk and reward. Different
entrepreneurial management styles are analyzed and highlighted. Course emphasis is also placed on managing innovation and creativity in a corporate environment. Successful implementation of entrepreneurial activities for the large company makes special demands on management to promote discovery and create internal stakeholders. Both start-ups and established companies are placed under the microscope through guest speakers, panel discussion, selected readings, and case analysis. 1 Credit/14 contact hours

**Instructional Mode:** Lectures, cases, panel discussion/guest speakers

**Rationale:** The Anatomy of Entrepreneurship introduces students to the unique characteristics and management styles of entrepreneurs. Techniques used to create an environment of innovation within corporations are essential components of the success of new ventures groups.

**Academic Impact:** The course will not be cross-listed. No known effects to the University's commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics.

**GBEN 404 - MARKET OPPORTUNITY:** Targeting Strategies and Selling Tactics (1 cr.)

The focal point of any business plan is identifying and understanding the target customer that will be served. The product/service offering must have strong buyer appeal and capture immediate attention in the marketplace. The need to rapidly penetrate a market demands that a marketing mix be designed, built, and implemented in a manner that leads to differentiation and superior positioning. Maximizing marketing firepower with severely limited financial and organizational resources is a major challenge that confronts today's entrepreneurs. Market segmentation strategies, the target marketing process, forming market alliances, and managing the selling process are viewed from the perspective of seed and early stage ventures. 1 Credit/14 contact hours

**Instructional Mode:** Lectures, cases, panel discussion/guest speakers
**Rationale:** The Market Opportunity course introduces students to the necessity of carefully defining their target market and the selling strategies that will be used. Due to limited resources market alliances and partnerships must be considered. Properly identifying your market could mean the difference between success or failure for the small business or newly acquired firm.

**Academic Impact:** The course will not be cross-listed. No known effects to the University’s commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and will be taught by an experienced entrepreneur. There will be no faculty resource impact within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics

**GBEN 405 - INTELLECTUAL PROPERTY: Management and Valuation (1 cr.)**

New technologies create new markets and new venture possibilities. Their discovery and success rate, along with the ability of an enterprise to leverage these assets in markets, depends on how the firm views and manages its investment in intellectual property. Obtaining the necessary legal protection of intellectual property can also serve as an effective barrier to entry and may be a source of competitive advantage. This seminar focuses on the strategic management of intellectual property as a commercial enterprise, covers methods of valuation, and examines various accounting and legal issues that must be considered in strategic-level decision making. 1 Credit/14 contact hours

**Instructional mode:** Lecture, cases, panel discussion.

**Rationale:** Knowledge of intellectual property laws and the legal protections available is extremely important when starting a small business or acquiring a new product or division.

**Academic Impact:** The course will not be cross-listed. No known effects to the University’s commitment to diversity.
**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics.

**GBEN 406 - PERFORMING A BUSINESS ENTERPRISE AUDIT:**

Developing an Industry Perspective (1 cr.)

New ventures must position themselves for long-term growth and market development. Entrepreneurs create enterprises, define their organizations and build business models based on changes in technology, government regulation, demographics, and shifts in other exogenous variables. A strategy must be crafted that is sustainable over the long run. Success or failure is often predicated on market cycles, market saturation, supply/demand imbalances and other forces that are not controllable. This seminar places emphasis on assessing the market potential and valuation of start-ups from an industry or macro-perspective, particularly from the view of an outside investor. It also focuses on how to gather and make effective use of competitive intelligence.

1 Credit/14 contact hours

**Instructional mode:** Lecture, cases, panel discussion/guest speakers.

**Rationale:** Evaluating your competition and identifying your target market and differentiating factors is essential to the success of any business. This course focuses on looking at the relevant industry for the view that will be taken by an outside investor.

**Academic Impact:** The course will not be cross-listed. No known effects to the University's commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics.
GEEN 407 - PROCESSES AND INFRASTRUCTURE: Creating Production and Delivery (1 cr.)

This course provides an overview of the internal capabilities and the process and technology platform required to fully operationalize the business plan. Critical business activities and functions are dissected, such as establishing needed back-end procurement, production, and distribution services that focus on supply chain dynamics and management; determining the scope of front-end call center and e-commerce activities; managing logistics; and utilizing information systems and web-based solutions that effectively link customers, elements of the supply chain, and employees. These topics are explored from the perspective of the start-up and emerging company as well as the large corporation engaged in new venture creation. 1 Credit/14 contact hours

Instructional mode: Lecture, cases, panel discussion/guest speakers.

Rationale: Creating a business plan is essential to draw the funding necessary to begin your business or acquire a new company. Operationalizing your business plan effectively will be difference between short-term and long-term success.

Academic Impact: The course will not be cross-listed. No known effects to the University's commitment to diversity.

Resource Impact Statement: The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

Financial Responsibility: Financial responsibility for this course and concentration is assumed by the College of Business & Economics.

GEEN 408 - THE NEW VENTURE ORGANIZATION:
Management, Design and Governance (1 cr.)

Managing a new enterprise presents unique and difficult challenges for its leadership. Expanding workloads and the increased complexity of tasks resulting from the rapid and sustained growth of the business create the need for a smooth transition from entrepreneurial-style management to professional management. Timing is critical and for many start-ups it is not an easy bridge to cross. This course dissects the design and characteristics of
small organizations, and the need to correctly align structure with strategy. It also considers how entrepreneurial activities should be seeded, managed, organized, and executed within the context of an established company. Under scrutiny are the heavy demands placed upon entrepreneurs and corporate managers to effectively lead and manage under highly uncertain conditions where change is a constant. Additional course emphasis is placed on comprehending the critical role that boards of directors play for start-up companies. 1 Credit/14 contact hours

**Instructional mode:** Lecture, cases, panel discussion/guest speakers

**Rationale:** Proper organization and set-up of a firm or business acquisition, managing change and determining the role of your board of directors are crucial components of long term success.

**Academic Impact:** The course will not be cross-listed. No known effects to the University’s commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics

**GBEN 409 - FINANCIAL FORECASTING: Developing Pro Forma Financial Statements (1 cr.)**

No business plan would be complete without providing detailed financial projections and identifying the key assumptions that help shape the numbers. The financial translation of business models is expressed through pro forma income statements, balance sheets, and sources and uses of funds. Having this information allows management, investors, and lenders to measure and evaluate future financial performance. This exercise also establishes the capitalization required to launch the venture, support operations, and meet interim goals as the enterprise progresses through the beginning stages of its development. Course emphasis is placed on the use of forecasting methods and breakeven analysis, working capital and cash flow management, and identification of accounting and financial issues that impact on profit measurement and financial risk. 1 Credit/14 contact hours

**Instructional mode:** Lecture, cases panel discussion/guest speakers.
Rationale: Pro forma financial statements are essential to attract the capital necessary to fund a start-up or acquisition.

Academic Impact: The course will not be cross-listed. No known effects to the University’s commitment to diversity.

Resource Impact Statement: The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

Financial Responsibility: Financial responsibility for this course and concentration is assumed by the College of Business & Economics

GBEN 410 - FINANCING START-UPS: Seeking Outside Venture Capital (1 cr.)

This course provides an overview of the venture capital market, examines the nature and role of the venture capitalist, and analyzes whether and how venture capital financing may be the preferred approach in raising outside capital. Venture deals are closely examined in terms of types of equity instrument, methods of valuation, milestones and staged release of funds, special provisions that may include antidilution measures and other protective arrangements, and developing term sheets. Emphasis is also given to dissecting the process and criteria used to seek and attract venture capitalists, including angel investors. Various scenarios and trade-offs are covered in this intensive course. 1 Credit/14 contact hours

Instructional mode: Lecture cases, panel discussion/guest speakers.

Rationale: Attracting capital whether from a venture capital fund, bank, or private investors is fundamental to the process of start-up or acquisition of a firm. Venture capital funds and angel networks are the focus of this course.

Academic Impact: The course will not be cross-listed. No known effects to the University’s commitment to diversity.

Resource Impact Statement: The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.
This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics

**GBEN 411 - ESTABLISHING CREDIT FACILITIES:** Asset-Based and Cash Flow Financing (1 cr.)

Borrowing from a commercial bank or a credit intermediary can provide outside funding for working capital and equipment purchases in many situations. For seed and early stage firms, attention is often given to asset-based lending programs that make use of first liens on accounts receivable and inventory or fixed assets to provide added legal protection to creditors. For later stage firms, traditional line-of-credit financing may be feasible and desirable from a cash flow standpoint. Various borrowing alternatives, including leasing, are covered in this course along with covenants and restrictions that often apply. Government loan programs, especially those of the Small Business Administration, are also given emphasis. 1 Credit/14 contact hours

**Instructional Mode:** Lecture, cases, panel discussion/guest speakers

**Rationale:** Attracting capital, whether from a venture capital fund, bank, or private investors is fundamental to the process of set-up or acquisition of a firm. Venture capital funds and angel networks are the focus of this course.

**Academic Impact:** The course will not be cross-listed. No known effects to the University's commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics

**GBEN 412 - DEVELOPING EXIT STRATEGIES:** Concepts and Approaches (1 cr.)

Sophisticated equity investors require that an exit or harvest plan be developed and that it be viable and capable of being executed within the foreseeable future. Venture capitalists and angel investors anticipate their
future departure and a positive financial outcome at the very point the deal is struck in the present. Various planned and unplanned exit strategies are analyzed in this course which include: an initial public offering, offering the business for sale, merging with another company, franchising, acquisition of shares by some investors, or liquidation of the business. Valuation methods, financial and tax implications, and due diligence are also examined. 1 Credit/14 contact hours

**Instructional mode:** Lecture, cases, panel discussion/guest speakers.

**Rationale:** Exit strategies whether through IPOs or liquidation should be planned rather than last minute events. Business need to face these options from the very beginning to insure their future viability.

**Academic Impact:** The course will not be cross-listed. No known effects to the University’s commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This 1 credit course will be offered once per year and taught by an experienced entrepreneur. No impact on faculty resources within the college.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics

**GBEN 413 – INTEGRATIVE EXPERIENCE/NEW VENTURE INTERNSHIP (1-4 CR.)**

Only students enrolled in the Entrepreneurial concentration may elect one of these hands-on, project-oriented courses. Integrative Experience must meet the requirements of formal independent study and involve a new venture situation with a start-up or existing company. Students employed in a New Venture Internship may also qualify for course credit if the same requirements are satisfied.

**Instructional mode:** Hands-on experience in an entrepreneurial environment. Students will work one-on-one or within a team and will be supervised by a faculty member.

**Rationale:** Hands-on learning is often the best way to truly understand an entrepreneurial environment that thrives on change.
**Academic Impact:** The course will not be cross-listed. No known effects to the University’s commitment to diversity.

**Resource Impact Statement:** The course will not require any increased computer technology other than Blackboard. Since most MBA students are part-time, they do the majority of their assignments off campus. There should be no impact on library resources or facilities.

This independent study course will be offered in fall and spring. Projects will be developed and supervised by Dale Falcinelli as part of his normal teaching duties.

**Financial Responsibility:** Financial responsibility for this course and concentration is assumed by the College of Business & Economics.

5. **Additional Information**

The 8 of the 12 Entrepreneurship Series courses have been offered during this academic year. The courses have received very high evaluations from students and have attracted executives from outside organizations as well. The faculty is well credentialed and has expressed interest in continuing to teach this series on an annual basis. The final four courses will be offered from June thorough early September. Course enrollments have ranged from 12 to 25 with enrollments increasing as the reputation for the quality of the classes has spread.

The College of Business & Economics hopes to expand the Entrepreneurship initiative to the undergraduate level within the next two years.
September 26, 2002

To: George Wilson Chair
   Graduate and Research Committee

From: Mike Kolchin and Kathleen Traxler

RE: Supply Chain Management Certificate Program

The following proposal was endorsed by the Management and Marketing Department in their department meeting in Spring 2000. It was approved by the faculty at the College of Business & Economics faculty meeting in May 2000. It is being submitted for Graduate and Research Committee's approval. We would like the designation of Supply Chain Management Certificate to begin appearing on the qualified students' diplomas in January 2003.

1. Introduction

In Fall 2000, the College of Business and Economics began offering a certificate program in Supply Chain Management for non-degree students. These students are usually professionals in their fields with 4 or more years of work experience. Due to the requirements of our accreditation and the rules for non-degree students, certificate students must have an undergraduate GPA of 3.0 or above and 2 or more years of work experience. The Supply Chain Management Certificate may be taken on-campus, by satellite or on the web.

The CBE has been issuing certificates for these students independently. The students are able to get transcripts but at the present time, there is just a listing of the courses taken and the certificate is not designated on the transcripts.

On November 27, 2001, the GRC passed the Proposal for Graduate Certificates allowing certificates to be listed on the transcript.

2. Rationale

Increasingly sophisticated information technology applications and the shift toward global economic activity has shaped a competitive environment that
rewards creating value for customers while reducing cost and cycle time. For example, the past several years has witnessed the emergence and growth of firms providing logistics services on an outsourcing basis, e.g., Penske Logistics, and the creation of new executive and management positions, e.g., Vice President of Supply Chain Management.

Not many years ago the job market listed functional positions such as purchasing agent, transportation manager, industrial sales person, and manufacturing supervisor. The trend today is toward integrative positions such as supply chain manager, logistics manager, operations manager, and business-to-business marketer. Our students will be able to combine work experience with the Supply Chain Management certificate to successfully compete for more senior positions.

3. **Career options.**

As mentioned, many firms are creating new positions related to Supply Chain Management. Job titles include buyer-planner, total logistics planner, and supply chain manager. Entry level students may also work in more traditional positions such as buyer, purchasing analyst, transportation or logistics analyst, materials planner, inventory control analyst, strategic sourcing specialist, customer service or operations management related positions. Each of these areas may include line and staff positions with defined career paths. For example, a buyer may progress to senior buyer, supply management specialist, commodity team leader, or procurement director.

4. **Curriculum**

The 12 credit Supply Chain Management Certificate is comprised of the following courses:

**REQUIRED COURSES**

**GBUS 450 Strategic Supply Management (3)**

A survey course designed to introduce the student to the vital role played by supply management in achieving overall effectiveness for the firm in today's global economy. The course starts by examining the traditional purchasing process and then moves on to an examination of the evolution of purchasing into supply management and, finally, to the role purchasing plays in improving effectiveness of the entire value chain. Course consists of lectures, discussion, and case analysis.
GBUS 453  Transportation and Logistics Management  (3)

The control of physical distribution and inventories: the flow of information, products and cash through the integrated supply chain.

GBUS 464  Business to Business Marketing  (3)

Marketing and sales problems associated with manufacturers of industrial products: organization and productivity of the sales force, product-line policies, pricing strategies, buyer requirements, customer service and formal proposals.

Note: Required courses may be waived after evaluation of work experience and prior coursework. Elective credits may be used to replace the waived course. All students must complete 12 credits to earn the certificate.

ELECTIVE COURSES

GBUS 447  Negotiation  (3 credits)

The class examines the behavioral foundations of the negotiation process. Topics include: The negotiation process, negotiation planning, power in negotiations, communications in negotiations, tactics, concepts of win-win and win-lose, social styles, individual and team negotiations, ethical considerations, cultural differences, negotiating in sole source (customer) situations, using third parties. The concepts will be exposed through both lectures and simulations.

GBUS 492A  Price Productivity Improvement  (1 credit)

Price Productivity Improvement is a topical workshop aimed at helping students improve their negotiating skills in obtaining better pricing from suppliers by identifying cost reduction opportunities. This is done by developing the following tools: quantity discount analysis, experience curve analysis, learning curve analysis, Stanford B analysis, EOQ analysis, break-even analysis, fixed and variable cost analysis and price productivity analysis.

In addition we will also discuss tools that will enable students to conduct supplier financial evaluations and supplier assessments.
GBUS 492* Cost and Performance Management for Supply Chain (2 credits)

This course takes the student through the steps required to effectively develop methods for cost reduction and performance enhancement in the supply chain. The course covers the principles and methodology of Activity Based Costing (ABC) and provides supply chain examples of Activity Based Management (ABM) and its use in developing a performance management system. The next focus of the course will be target costing methods and the use of commodity databases to establish target costs for suppliers. The classroom experience is enhanced through the demonstration of ABC software that has been installed at many supplier locations to help them manage costs and provide process based quotes. Finally, the course will demonstrate a web-based, collaborative, performance management system using the Balanced Scorecard framework.

GBUS 492* Activity Based Costing (ABC) & Activity Based Management (ABM) (1 credit)

This course takes the student through the principles and methodology of Activity Based Costing (ABC) and Activity Based Management (ABM). The course will teach students the methods needed to implement such systems across the entire value chain of the enterprise, in areas such as production, marketing, support functions, logistics and the supply chain. Examples and cases will be drawn from a variety of industries. The course will also teach students the use of the “storyboarding” methodology to document processes and derive cost, quality and cycle time measures. Finally, the course will introduce students to software used for implementing such systems.

GBUS 492* Integrating Suppliers & Customers Into Key Supply Chain Processes (1 credit)

The ability to integrate and align activities with internal and external suppliers and customers is rapidly becoming a key competitive requirement. This two-day class examines the issues surrounding the integration of suppliers and customers into key supply chain processes. Topics addressed during the class include: (1) developing a working knowledge of integration, (2) understanding how organizations create a customer focus, which supports greater integrative efforts, (3) understanding when and where to integrate with suppliers and customers, and (4) examining the enablers and barriers to supplier and customer integration. This class also examines various approaches that organizations use to promote greater supplier and customer development, supplier and customer alliances, joint value analysis projects, supplier suggestion programs, buyer-seller improvement teams, and the use of on-site
supplier representatives. Students will participate in small group exercises, including one that requires the development of a plan to identify and pursue supplier and customer integration opportunities at the student's place of employment.

**GBUS 492** Legal Aspects of Managing People, Products & Services (1 cr.)

Overview of legal issues incident to supply chain management including contract law, agency law, and business related torts. Additionally, ethical issues frequently encountered will also be discussed.

**GBUS 492** Project Management Essentials (3 credits)

This course introduces the students to the fundamental elements of effective project management. Topics will include the tools and techniques used to plan, measure, and control projects. Emphasizing both theory and practical application, opportunities will be provided to apply these concepts to real life exercises.

*These courses are topical seminars that are taught either in the summer on campus or on-line. They are taught by regular Lehigh faculty but on an out of load basis. Therefore, they do not have faculty resource implications. Other than the use of Blackboard, they will not require any additional computing or library resources. These courses or other similar seminars have been taught for more than 3 years as part of the MBA Program and the Supply Chain Management concentration and certificate programs.

**This course is part of a developing MBA concentration in Project Management. It is offered both on campus and on-line. It is taught by an adjunct faculty member and does not require any new faculty resources. Other than the use of Blackboard, this course does not require any additional computing or library resources. It has been taught for 2 years as part of the MBA Program. It will be going through the regular approval process for a permanent number as soon as the development of the related courses is complete.

5. **Resource Implications for the Certificate**

Since the courses listed above are already offered on a regular basis in the MBA Program, no new faculty resources will be required. The College of Business and Economics has been offering this program with a certificate issued by the College for the past two years. There is ample room in the on-campus and satellite classes to accommodate the additional students. Many
students take these classes on-line. The one credit courses are offered on-campus once a year, usually in the summer.

Since the students in these classes will be part-time students from industry, they will do the majority of their assignments off-campus. Virtually all of the courses listed use Blackboard to support the class. There should be no additional impact on library or computer resources.

The courses do not require any special facilities.