

Business — Craig M.B.A. Program

The Craig School of Business

Craig M.B.A. Program

Mark J. Keppler, *Director*

Peters Business Building, Room 183

(559) 278-2107

Master of Business Administration (M.B.A.)

Master of Business Administration

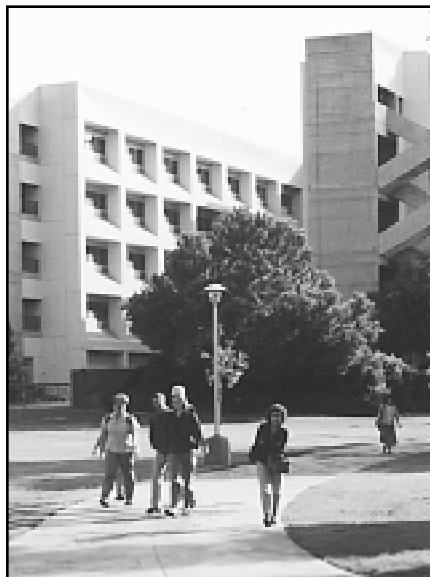
The Master of Business Administration (MBA) degree program is designed to provide professional education for managers of business, agriculture, education, government, and nonprofit organizations. The Craig MBA Program focuses on cutting-edge theory and innovative business practices delivered in an interesting and challenging manner. The Craig MBA Program offers elective area courses in special areas of professional practice.

Admission. The program is open to college graduates without regard to the area of undergraduate study. Applicants are expected to show intellectual promise to do well in the program, and upon graduation, to perform effectively as professional managers. Applicants must submit the following to be considered for admission:

1. a completed California State University, Fresno Graduate Application form
2. a completed Craig M.B.A. Program Application form
3. complete university or college transcripts
4. official record of the Graduate Management Admission Test
5. two letters of recommendation appropriate for evaluation of professional promise, and
6. a description of work experience.

MBA Degree Requirements

The M.B.A. is awarded to students upon completion of requirements in three groups of courses. These groups are generally completed in sequence. Students may not take Group II or Group III courses prior to the semester they complete their Group I requirements without permission from the graduate business director.



Group I

The following five courses or equivalent knowledge are required of non-business majors *or* business majors from non-American Assembly Collegiate School of Business (AACSB) business schools: MBA 200, 201, 203, 204, and 205. Some or all of Group I requirements may be waived on the basis of an evaluation of previous coursework.

Equivalent knowledge may be demonstrated through examinations offered two times each year before the beginning of fall and spring semesters.

Units

Group II 18

These courses develop the core managerial skills for the M.B.A. candidate. Course topics include leadership and organizational behavior, management information systems, financial management, managerial accounting, marketing management, and the regulatory and ethical environment of business.

MBA 210, 211, 212, 213, 214, and 215

Group III 15-18

These courses allow the student to integrate the knowledge from Group I and II and specialize in specific subject areas. Students will select a block of three courses based on one of the following subject areas: General M.B.A., Ag Business, Entrepreneurship, Finance, Human Resource Management, Management Information Systems, and Marketing.

Select one of the following elective areas (9)

Accounting (9)

MBA 220, 221

Agribusiness (9)

Select from AG BS 210*, 225, 250*, 260

Entrepreneurship (9)

Select from MBA 250, 262, 270*, 272*

Finance (9)

Select from MBA 230*, 231, 232, 233

Human Resource

Management (9)

Select from MBA 240, 241, 242, or 243

Management Information Systems (9)

Select from MBA 250, 251, 252, 253

Marketing Management (9)

Select from MBA 260*, 261, 262, 263

International

Business (9)

Select from MBA 221, 231, 241, 251, 261

General M.B.A. (9)

Select from MBA 220, 230, 240, 250, 260, 270

Additional

approved elective** (0-3)

MBA 279 (3)

Select one of the following culminating experiences (3-6)

MBA 298 and either

MBA 216 or an MBA elective (6)

MBA 298 and MBA

216 (6)

Comprehensive Exam and an MBA elective (3)

Total **33-36**

Note: MBA 210 fulfills the university's graduate-level writing proficiency requirement.

* Required course in elective area.

** A list of approved electives is available in the Graduate Business Program Office.

GRADUATE COURSES

(See *Course Numbering System*.)

Master of Business Administration (MBA)

200. Managerial Economics (3)

Prerequisites: finite mathematics, admission to graduate business program or permission of director. Logic and methods of economic analysis for business decisions. Production, cost, supply; buyer behavior, consumer demand, derived demand; forecasting; market structure, pricing, negotiation; government regulation; risk, uncertainty, macroeconomic concepts.

201. Accounting and Information Systems (3)

Prerequisites: electronic spreadsheet literacy, and either admission to graduate program in business or permission of director. Concepts and terminology of financial and managerial accounting and information systems. Transaction processing systems and planning and control systems integrated with data capture, data classification, information storage and organization, information access and display/reporting.

203. Methods of Decision Sciences (3)

Prerequisites: linear functions, familiarity with PC-based microcomputing and spreadsheets, and either admission to the graduate business program or permission of director. Statistical concepts, inferential statistical methods, management science techniques. Descriptive statistics; discrete random variables; expected value decision theory; continuous distributions; sampling distributions; estimation; hypothesis testing; analysis of variance; linear regression and correlation; chi-square tests; time series analysis and forecasting; simulation. (2 seminar, 2 lab hours)

204. Global

Environment of Business (3)

Prerequisite: admission to the graduate business program or permission of director. Introduction to global business environment. Cultural, economic, political, and legal systems. Advances in global trade, marketing, production, accounting, taxation, financial and payment systems. Impact of technological advances, multinational corporations, and nation-states on the performance and competitiveness of businesses. Lecture and case.

205. Production and Operations Management (3)

Prerequisites: MBA 203 or concurrently, admission to the program or permission of director. Production and operations systems; product development; process selection; facility location and design; transportation management; method analysis; job design; work measurement; planning and control; project management; inventory control; just-in-time philosophy; total quality management.

206. Business Communication (3)

Investigation and analysis of the communication process as it relates to managerial effectiveness. Business communication theory; analysis of communication alternatives; effective business writing and speaking; case studies.

210. Leadership and Organizational Behavior (3)

A seminar that examines management functions and behavioral processes as they relate to complex problems in today's dynamic organizations. Special emphasis on leadership, organizational change, and motivational issues. Lectures, discussions, case studies, and experiential exercises.

211. Management Information Systems (3)

Prerequisites: MBA 200 and 201. Managerial and technical issues in computer based information systems. Decision support; artificial intelligence, expert, and strategic information systems; system analysis, design, and implementation; financial, human resource, marketing, and production information systems.

212. Financial Management (3)

Prerequisites: MBA 200, 201, and 203. Theories, concepts, and techniques in financial management; financial analysis, planning, forecasting, and working capital; risk and return analysis, valuation models, cost of capital and capital budgeting; capital structure, dividend policy and long-term financing. Special contemporary topics in financial management.

213. Managerial Accounting (3)

Prerequisites: MBA 200 and 201. In-depth consideration of several topical areas in accounting analysis related to both profit and not-for-profit organizations, with emphasis on currently controversial issues. Analysis includes budgetary planning, cost analysis, internal control and case studies.

214. Marketing Management (3)

Prerequisites: MBA 200-204; 203 or concurrently. Analysis of the concept of marketing, the marketing strategy development process at strategic business unit level, and segmentation and positioning strategies. The development of product, price, promotion, and distribution strategies. Examination of product, price, promotion, sales, and distribution management topics and issues through case analysis.

215. Regulatory and Ethical Environment of Business (3)

Prerequisites: MBA 210-214 or concurrently. Relationships among personal ethics, corporate social responsibility, and regulatory policy on business decision making. Evaluation of business decisions, corporate goals, and regulatory statutes and process in terms of their ethical quality and adherence to sound policy.

216. Business Research (3)

Prerequisites: MBA 200-205. Logic and methods of survey and experimental research methods for business. Multivariate analytical methods for interpretation of survey and experimental results. Research using secondary data for business decisions. Preparation of a plan for thesis, project, or other business research.

220. Seminar in Cost Accounting (3)

Prerequisites: MBA 200-205 and 213. The development, interpretation, and uses of accounting reports for management planning, control, and decision-making. Cost-volume-profit analysis; linear programming, capital budgeting; inventory models; standards, budgets, and analysis variance for planning and control purposes; divisional performance; and transfer pricing issues. (Formerly BUS 263)

221. Seminar in International and Nonprofit Accounting (3)

Prerequisites: MBA 200-205 and 213. Accounting for various types of funds as applied to governmental and other not-for-profit organizations. Global practices and accounting standards. Managerial problems of multinational enterprises. International auditing standards and taxation issues.

230. Seminar in Advanced Financial Management (3)

Prerequisite: MBA 212. An applied case-method analysis of theories, concepts, and analytical techniques of financial management, financial analysis and planning, capital budgeting, leasing, refunding, mergers and acquisitions, corporate restructuring, financial engineering, derivative securities. Lecture and cases.

231. Seminar in International Finance (3)

Prerequisite: MBA 212. An advanced study of theories and techniques in global finance and investment. The international financial system; currency markets; risks and exposure management; balance of payments; political risks; international banking and capital markets; euro-currencies; portfolio and foreign direct investment.

232. Seminar in Investments and Portfolio Management (3)

Prerequisite: MBA 212. Advanced analysis of equity, fixed-income, and derivative securities; operation of financial markets and investment environment. Strategic and tactical decisions related to institutional and individual portfolio management. Lecture and cases.



233. Seminar in Management of Financial Institutions (3)

Prerequisite: MBA 212. Comprehensive analysis of the role of financial institutions and markets in allocating capital. Application of economic and financial analytical techniques to the managerial problems of financial institutions. Lecture and cases.

240. Seminar in Human Resource Management: Theory, Policy, and Practice (3)

Prerequisite: MBA 210. Analysis of the theories behind, and practical application of, human resource management policies of private and public organizations. Particular emphasis on government employment policy. Lecture and cases.

241. Seminar in Comparative Human Resource and Industrial Relations Systems (3)

Prerequisite: MBA 210. Analysis of human resource and industrial relations practices of transnational and multinational corporations operating in the global environment. Particular emphasis on the emergence, evaluation, structures, functions and challenges of labor movements in developed and less developed countries. Lecture and cases.

242. Seminar in Compensation and Benefits Administration (3)

Prerequisite: MBA 210. Analysis of the behavioral and social issues involved in designing and administering of employee compensation systems and benefit programs. Particular emphasis on the psychological relationship between pay and performance and the micro and macro forces that affect pay. Lecture and cases.

243. Seminar in Organizational Staffing (3)

Prerequisite: MBA 210. Analysis of the techniques for recruiting, selecting, evaluating, and allocating employees to meet organizational goals with emphasis on sociological, psychological, and cultural factors effecting work attitude and behavior.

250. Seminar in End User Computing (3)

Prerequisite: MBA 211. Use of data resources in business problem solving. Analysis, formulation and implementation of business models using microcomputer packages; managerial topics and decision support tools. Lecture, case, and lab.

251. Seminar in Information Systems in a Global Environment (3)

Analysis of systems through study and application of systems theory; special emphasis on information systems. Application of systems theory in national and international environments; lecture and case analysis. (Formerly BUS 265)

252. Seminar in Information Systems Management (3)

Prerequisite: MBA 211. Study of hardware, software, and behavioral issues related to the design, acquisition, implementation, and management of contemporary data processing systems underlying global information systems. Lecture and cases.

253. Seminar in Information Technology (3)

In-depth analysis of a selected information technology with application to business problem solving and decision making. Topics from database; telecommunications; decision support systems; expert systems; artificial intelligence. Lecture and cases.

260. Seminar in Market Analysis and Forecasting (3)

Prerequisite: MBA 214. The strategic marketing planning process. Using an in-depth market, competition and company analysis, sales forecasting techniques, PIMS (Profit Impact of Marketing Strategy) Project, and market share models to design an effective marketing plan. Techniques for measuring market response and advertising effectiveness.

261. Seminar in Global Marketing Management (3)

Prerequisite: MBA 214. Analysis of problems of product design, channel structure, promotion, logistics, and inter-organization cooperation and control in international marketing. Negotiation, bargaining, and contracting across national boundaries. Legal issues affecting global marketing operations, cases, projects, and special studies.

262. Seminar in Marketing for Entrepreneurs (3)

Students will learn how to (a) create a prototype of marketing offerings through concept and market tests, (b) forecast the diffusion rate, (c) estimate the size of potential markets and market share, and (d) develop comprehensive promotional mix plans. Other topics include planning market entry strategies for new ventures, allocating promotional budgets, and implementing plans through team building and negotiation techniques with suppliers, wholesalers, and retailers.

263. Seminar in Marketing Management Issues (3)

Prerequisites: MBA 214 and 260. With approval of instructor, each student selects a marketing management problem or issue, and prepares a major investigative paper. Student will present results to seminar for professional critique.

270. Seminar in Business Ventures (3)

Designed for effective decision-making at each stage of an entrepreneurial process through initial start-up. Identifying opportunities, developing and evaluating venture plans, and pricing and structuring venture deals.

272. Seminar in New Venture Management (3)

Prerequisite: MBA 210. Provides an understanding of the managing and growing of a new firm. Objectives are met with an overview of the literature, case analysis, use of simulation, and evaluation of new ventures in the community.

279. Seminar in Business Policy and Strategy (3)

Prerequisite: completion of Group II or concurrently. Evolution of strategic management, globalization of strategy, role of multinationals, competitive advantage strategy formulation; implementation; control issues; role of top and middle management; ethics; and culture.

289T. Seminar in Business Topics (3)

Prerequisite: completion of 9 units of 200-level courses. Theory and developments in accounting, administration and organization, business education, communication, consumer economics, finance, industrial and regional studies, real estate and urban economics, information systems, decision sciences, resource economics, risk and insurance, or transportation.

290. Independent Study (1-3; max total 6)

Prerequisite: Advanced to Candidacy; permission of director and instructor. Approved for *SP* grading.

292. Readings in Business (2-3; max total 3; not repeatable for credit)

Prerequisite: Advanced to Candidacy; permission of director. Approved for *SP* grading.

298. Management Project (3)

Prerequisites: MBA 216, Advanced to Candidacy, and permission of director. See *Criteria for Thesis and Project*. Examination of the work and problems general managers of business units face as chief strategists and organization builders. Independent analysis of an operating industry, business, or a principals functional area of an organization. Case studies and field research project. Approved for *SP* grading.

299. Thesis (3)

Prerequisites: MBA 216, Advanced to Candidacy, and permission of director. See *Criteria for Thesis and Project*. Preparation, completion, and submission of an acceptable thesis for the master's degree. Approved for *SP* grading.

IN-SERVICE COURSES

(See *Course Numbering System*.)

Business (BUS)

367. CPA Review (2-4)

380T. Topics in Business (1-3; may be repeated if no topic repeated)

381. Instructional Procedures in Vocational Business Education (2-3)

385. Bridging the Gap (2-4)

389. Workshop in Business Education (1-6; max total 6)

Credit may not exceed 1 unit per week of workshop activity. Open only to experienced teachers. Study and critical analysis of problems in content and teaching in secondary school business education.

398. Business Internship (1-6; max total 6)

Designed for graduate students who need or desire supervised work experience. *CR/NC* grading only.