



## The Department

The Department of Management offers three options within the Bachelor of Science in the Business Administration degree program: (1) Entrepreneurship, (2) Human Resource Management, and (3) Management.

The **Entrepreneurship Option** offers students a comprehensive academic experience in entrepreneurship that starts with the classroom and links to the community. It integrates core business concepts around the formation, start-up, and growth of an entrepreneurial firm. By taking a select group of entrepreneurship courses, the students learn how to launch their own business idea.

Students can facilitate their learning experience through active involvement in the Craig School's Small Business Institute, the Institute for Developing Entrepreneurial Action, and the Family Business Institute.

The **Human Resource Management (HRM) Option** is one of only 57 programs nationally — and the only program in the California State University system — that has been certified by the Association of University and College Industrial Relations and Human Resource programs. The HRM Option has consistently ranked in the top five programs nationally. This ranking is based on the number of students who pass the Professional in Human Resource exam given by the Society of Human Resource Management.

HRM students explore how organizations can best utilize their most important resource — their employees. Among the is-

suues discussed are how to recruit and select the best employees, how to determine fair compensation, how to use benefit and performance appraisal systems that reward high performance, how to comply with federal and state employment laws, and how to negotiate and resolve employment disputes. The courses offered are intended to help those interested in creating a work environment that promotes teamwork and encourages employee excellence.

The **Management Option** develops skills, knowledge, attitudes, and abilities necessary for effective leadership in a wide variety of organizations. Graduates are prepared for entry-level leadership positions in today's rapidly-changing workplace through a dynamic curriculum combining theory, skill development, and practical experience, including internships in the student's area of interest. Courses develop those leadership abilities demanded by employers that include written, oral, analytical, and people skills. The option also provides a strong foundation for the M.B.A. Students may choose one of the following three tracks:

**Organizational Leadership** — Courses in this track prepare students for positions as project leaders, team leaders, and business managers. Courses emphasize leadership issues such as self-directed work teams, performance improvement, negotiating, vision and goal setting, and change management.

**Production/Logistics Management (PLM)** — This track provides students with a foundation for a variety of management career opportunities in manufacturing and distribution. With total quality management as a

The Craig School of Business

## Department of Management

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## B.S. in Business Administration

Options:

- Entrepreneurship
- Human Resource Management
- Management

## Minor in Entrepreneurship

(page 209)

## Certificate in Entrepreneurship

## Certificate in Organizational Management

## Certificate in Human Resource Management

common basis, the PLM curriculum combines the two integrated disciplines of production/operations (transformation of resources into high quality products and services) and logistics (management of supply and distribution activities). Emphasis is placed on complementing the student's knowledge of PLM subject matter with hands-on, industrial experience gained through internship programs with local firms.

**Special Management Applications** — This track is designed for Management Option students who have a professional interest in a particular industry chosen by the student (agriculture, fashion merchandising, health science, industrial technology, recreation, theater, etc.) Students take business and organizational leadership courses and then, with approval of the department chair, select courses in their specific areas of interest.

## Faculty

The faculty of the Department of Management is comprised of individuals who have studied and pursued business careers throughout the world. Well over a dozen specializations within the field of business administration are taught, researched, and shared with the business community by

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these professors. Case studies, experiential exercises, computer simulations, laboratory research, business community projects, guest speakers, and seminar discussions are just a few of the ways in which instructors provide the students with a “real-world” exposure to business. The combination of faculty expertise, teaching skills, research activities, and business experiences assures the student of receiving the best possible management education.

- Paula L. Rechner, *Chair*  
 Robert C. Hill, *Edward M. Reighard*  
*Chair of Business Management*  
 Timothy M. Stearns, *Coleman Chair*  
 Karen D. Bowerman Julie B.  
 Diana L. Gilbertson Olson-Buchanan  
 Dewey E. Johnson Joseph J. Penbera  
 Gerald L. Jones Jia Wang  
 Mark J. Keppler  
 Jahanguir M. Moghaddam

## Bachelor of Science Degree Requirements

### Business Administration Major

All students in the Craig School of Business who are working toward the Bachelor of Science in Business Administration must complete, in addition to the university’s General Education requirements, a ten-course group of pre-business courses, seven courses of upper-division core, and 23 to 32 units in an area of specialization or option. The pre-business classes include material considered essential for further study in business. The upper-division core classes provide a broad background and a breadth of knowledge and understanding. The option courses enable the student to specialize in a specific area of business and to prepare for effective performance in future employment.

Units

### Pre-Business requirements ..... 20\*

- ACCT 4A, 4B; B A 18;  
 CSB 50; DS 71, 73;  
 ECON 40 or AG EC 1,  
 ECON 50, ENGL 1, IS 50  
 (See *Pre-Business Policy*, page 208.)

### Upper-division core requirements ..... 27

- DS 123; FIN 120; IS 130;  
 MGT 110 or 104-106, 124,  
 187; MKTG 100  
 (See *Statement on Prerequisites*, page 208.)

### Option requirements ..... 24-25

Business students all have one common major—business administration. Within the ma-

yor, there are ten option areas from which students can choose; each student is required to complete an option. The Department of Management offers three of these options.

### General Education requirements ..... 51

### Upper-division writing skills requirement ..... 3-4

Business majors must select either IS 105W or ENGL 160W  
 (See *Writing Requirements*, page 208.)

*Note:* the Upper-Division Writing Exam is not an option for business administration majors.

### Electives ..... 0

### Total ..... 125-127

\*This total indicates that 9 units for DS 71, ECON 50, and ENGL 1 are being used to satisfy the General Education requirement of 51 units.

## Options

The three options available to students are outlined in the copy that follows. The completion of the 24-25 units as required by the option, the General Education requirements, special course requirements, and the electives, which may include a minor, total the 125-127 units required for the Bachelor of Science in Business Administration.

### Entrepreneurship Option Units

- ENTR 81, 153, 155, 157 ..... 12  
 Electives: Four courses approved  
 by the option coordinator ..... 12

### Total ..... 24

### Human Resource Management Option Units

- HRM 150, 152, 153, 154, 157, 159 .... 18  
 Elect from: AF AM 136, 144, 146;  
 ANTH 120; B A 156; ECON  
 150, 152; H S 143, 145, 147; I E  
 111; HRM 189T, 190, 195;  
 MGT 60, 126, 189T; PL SI 185  
 and PSYCH 144, 149, 156, and  
 176 ..... 6

### Total ..... 24

### Management Option Units

- Select one of the following tracks:  
 • *Organizational Leadership Track* ..... (24-25)  
 MGT 127, 180, 182;  
 HRM 150 ..... (12)  
*and* four courses  
 selected from:  
 MGT 60, 126,

- 131, 133, 160,  
 189T, 195;  
 ENTR 153, 155;  
 HRM 153 ..... (12-13)

### • Production/Logistics Management Track ..... (24-25)

- MGT 126, 160, 180,  
 195; MKTG 114 . (17)

*and* by approval of  
 PLM track coordinator,  
 two courses selected  
 from: MKTG  
 126; FIN 123;  
 ACCT 132;  
 HRM 150 ..... (7-8)

### • Special Management Applications Track ..... (24)

- MGT 127, 180, 182 (9)

*and* 9 units selected  
 from: MGT 131,  
 133, 189T, 195;  
 HRM 150 ..... (9)

*and* 6 units, by approval of the chair of the Management Department, in one area chosen by the student (agriculture, fashion merchandising, health science, industrial technology, recreation, theater, etc.) ..... (6)

### Total ..... 24-25

## Requirements for Certificate Programs

Before entering a program, students will need to demonstrate that they have foundation knowledge of business practices and possess good writing skills. Prior approval of the certificate program coordinator or the department chair is required. Students need to meet one of the following criteria:

1. be currently admitted to California State University, Fresno,
2. have a bachelor’s degree in any field from an accredited institution, or
3. have an Associate of Arts degree from a two-year accredited college and a minimum of two years of business experience.

### Certificate in Entrepreneurship Units

- Required courses ..... 12  
 ENTR 81, 153; MGT 110

Elective courses ..... 6  
 ENTR 155, 157; MKTG 134;  
 FIN 131 or courses approved

by certificate program coordinator or department chair

**Total** ..... 18

**Certificate in Organizational Management** Units

**Required Courses** ..... 12

MGT 110 (or MGT 104 and 106), 127, 182

**Elective courses** ..... 3-4

ENTR 81; HRM 150; MGT 124, 126, 133, 180, 189T or courses approved by certificate program coordinator or department chair

**Total** ..... 15-16

**Certificate in Human Resource Management** Units

**Required Courses** ..... 12

HRM 150, 153, 154, and 157

**Elective courses** ..... 3

HRM 152, 159; MGT 106 or courses approved by certificate program coordinator or department chair

**Total** ..... 15

**COURSES**

**Entrepreneurship (ENTR)**

**81. Introduction to Entrepreneurship (3)**  
Develops an understanding of the complex tasks faced by individuals engaged in entrepreneurial activities. Identifies the methods for developing a business idea, the process of starting a business, how to acquire resources, and the key parts of a business plan. (Formerly MGT 129, MGT 120, MGT 81)

**153. Business Plan Writing (3)**  
Prerequisite: ENTR 81; MGT 110. This course is designed to provide the student with both (1) an understanding of what is required to start a new firm and (2) the skills needed to write a business plan that will meet the standards for funding by an investor or financial institution. (Formerly MGT 153)

**155. Problems in Small Business Management (3)**  
Prerequisite: ENTR 81 and 153. Special problems of small businesses: initiation, financing, operations. Class projects: studying local business operations; preparing business plans and financial requests. (Formerly MGT 128, MGT 140, MGT 155)

**157. New Venture Laboratory (3)**  
Prerequisites: MGT 155 or consent of instructor. Students develop a business idea that results in a business plan. In a laboratory setting, students interact with entre-

preneurs, suppliers, customers, and experts in order to create a new venture that may become viable. (Formerly MGT 130, MGT 170, MGT 157)

**189T. Topics in Entrepreneurship (1-3; max total 9 if no topic repeated)**  
Studies in entrepreneurship, business plan writing, and problems in small business management.

**190. Independent Study (1-3; max total 6 if no topic repeated)**  
See *Academic Placement — Independent Study*. Approved for *SP* grading.

**193. Supervised Work Experience (1)**  
Only open to business majors. Prerequisite: permission of instructor. Work study: learning through on-the-job experience in a business. Written reports. *CR/NC* grading only.

**195. Internship (3; max total 6)**  
Prerequisites: permission of internship coordinator. Requires 150 hours of work at a pre-qualified, academically related work station (business, government, or nonprofit agency). Reflective journal, final report, and work station evaluation. Prior department approval is required for course substitutions. Only one internship may count toward option requirements. *CR/NC* grading only.

**Human Resource Management (HRM)**

**150. Administration of Personnel (3)**  
Prerequisites: MGT 104 and 106 or 110, and IS 105W or ENGL 160W (may be taken concurrently). Composition of labor force; acquisition and utilization of human resources; recruitment; selection; performance appraisal; motivation; compensation; communications; social issues and government influence. Individual and group projects; written and oral reports.

**152. Labor Relations and Collective Bargaining (3)**  
Prerequisite: HRM 150 or permission of instructor, and IS 105W or ENGL 160W. Relations between employers and organized employee groups; organization, election, and certification procedures; techniques of collective bargaining; labor agreements; grievance handling; settlement of industrial disputes. Class discussion, student presentations.

**153. The Staffing of Organizations (3)**  
Prerequisite: HRM 150 or permission of instructor, and IS 105W or ENGL 160W. In-depth study of major staffing issues such as recruitment and selection of employees. Emphasis on practical application of issues for future managers and HRM professionals. Group projects, class discussion, guest lecturers, and experimental exercises.

**154. Compensation Administration (3)**  
Prerequisite: HRM 150 and IS 105W or ENGL 160W. Analysis of compensation programs for organizations. Special attention given to job evaluation programs, motivation-to-work theory, micro and macro forces influencing compensation decisions. Case analysis; individual and group reports.

**157. Legal Aspects of Human Resource Management (3)**  
Prerequisite: HRM 150 or permission of instructor, and IS 105W or ENGL 160W. Survey of law related to employment, including discrimination, wrongful discharge, safety and health requirements, and other government regulations. Attention given to prevention and resolution of legal complaints and to emerging public policy issues. Oral presentations, discussions.

**159. Seminar in Human Resource Management (3)**  
Prerequisites: last-semester senior and IS 105W or ENGL 160W. Integration of human resource management knowledge through utilization of previously acquired academic and practical experience; emphasis upon advanced problems in human resource management. Case analysis and discussion; individual and group report.

**189T. Topics in Human Resource Management (1-3; max total 9 if no topic repeated)**  
Prerequisite: senior standing. Studies in personnel and labor relations, recruitment, selection, retention, compensation, employment law, and business ethics.

**190. Independent Study (1-3; max total 6)**  
See *Academic Placement — Independent Study*. Approved for *SP* grading.

**195. Internship (3; max total 6)**  
Prerequisite: permission of internship coordinator. Requires 150 hours of work at a pre-qualified, academically-related work station (business, government or nonprofit agency). Reflective journal, final report, and work station evaluation. As a course substitution, prior department approval is required. Only one internship may count toward option requirements. *CR/NC* grading only.

## Management

### 200 Series Courses

Graduate courses are listed under *Business — Graduate Program*.

### Management (MGT)

#### 60. Women in Business (3)

Explores opportunities and challenges facing women at work. Examines myths and realities of women's work experience from various perspectives including leadership, power, work-family issues, diversity, communication, workplace sexuality, and management styles. Lecture, discussion, guest speakers. (Formerly MGT 189T)

#### 104. Administrative Principles of Management (3)

Prerequisite: IS 105W or ENGL 160W (may be taken concurrently). Not open to students with credit in MGT 110. Focus on planning techniques, organization theory, and ethical control processes in domestic and international business. Case analysis, management simulations, and written projects.

#### 106. Behavioral Principles of Management (3)

Prerequisite: IS 105W or ENGL 160W (may be taken concurrently). Not open to students with credit in MGT 110. Focus upon the human dimensions and interpersonal skills of management, including motivation, job design, leadership, conflict, communication networks, and organizational change. Case analysis, written projects, small group exercises, and development of communication and interpersonal skills.

#### 110. Administration and Organizational Behavior (6)

Prerequisite: IS 105W or ENGL 160W (may be taken concurrently). Not open to students with credit in MGT 104 or MGT 106. Development of management skills with emphasis on organization, communication networks, leadership, reward systems, conflict management, change, ethics, and stress. Case analysis, written projects, small group exercises.

#### 124. Production/Operations Management (4)

Prerequisites: DS 123 (may be taken concurrently); IS 105W or ENGL 160W; MGT 104 or 110. Production/operations systems and problems in manufacturing and service organizations, including product development and process selection; facility location and design; operations plan-

ning and control; materials handling; inventory and quality control; project management. Lecture discussion; computer simulation.

#### 126. Total Quality Management (3)

Prerequisites: MGT 104 and 106 or 110, or permission of instructor. Examination and analysis of the process and content issues involved in implementing TQM; general systems theory; managing change; quality improvement teams; problem solving processes. Lecture, discussion, case analysis, guest speakers, field trips.

#### 127. Contemporary Leadership (3)

Prerequisites: MGT 104 and 106 or 110 and IS 105W or ENGL 160W (may be taken concurrently). Individual and team leadership development. Leadership potential assessment, contemporary leadership theories, and oral and written communications skill development. Guest speakers, experiential exercises, and case studies.

#### 131. International Management (3)

Prerequisites: MGT 104 and 106 or 110; or permission of instructor. A review of the unique issues, problems, and challenges of managing enterprises in an international environment. Comparative analysis of management styles and cultures, managerial processes and strategy formulation. Focuses on American, European, and Japanese enterprises. Seminar discussion and cases.

#### 133. Managing Nonprofit Organizations (3)

Prerequisites: MGT 104 and 106 or 110, or permission of instructor. Examination and analysis of the critical features of nonprofit organizations. Topics include board selection, needs assessment, grant writing, issues analysis, managing volunteers, service delivery systems, liaison functions, fund raising, and strategic planning. Lecture, case studies, field experience, and research.

#### 160. Manufacturing Planning and Control (4)

Prerequisite: MGT 124. Material requirements planning; capacity management; production activity control; just-in-time philosophy; master planning; inventory management; distribution requirements planning; computer applications of manufacturing planning and control; database development and maintenance.

#### 180. Seminar in Management Theory and Organization Design (3)

Prerequisites: MGT 104 and 106 or 110 and IS 105W or ENGL 160W (may be taken concurrently). Organizations as open

systems functioning in the external environment; organization development as a planned intervention emphasizing effective implementation of system changes, integrating mechanisms in response to perceived contingencies; and strategic issues of organizational life cycles.

#### 182. Seminar in Applied Management Techniques (3)

Prerequisites: MGT 104 and 106 or 110 and IS 105W or ENGL 160W. Implementation of management strategy in the human context of organizations; the organizational context which shapes behavior; climate and culture as an organization-wide process; and change, power, and conflict in the organization as a systematic entity.

#### 187. Seminar in Strategic Management (3)

Prerequisites: last-semester senior, completion of CSB core requirements and IS 105W or ENGL 160W. Focuses on strategic management, industry analysis, global competitive environment, formulation and implementation of strategy, ethical issues, mergers and acquisitions, and management of strategic alliances. Case analysis/computer simulations included.

#### 189T. Topics in Management (1-3; max total 9 if no topic repeated)

Prerequisite: senior standing. Studies in management, organizational theory, organizational behavior, production, transportation, business administration, special management and organizational problems.

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

See *Academic Placement — Independent Study*. Approved for *SP* grading.

#### 195. Internship (3; max total 6)

Prerequisite: permission of internship coordinator. Requires 150 hours of work at a pre-qualified, academically-related work station (business, government or nonprofit agency). Reflective journal, final report, and work station evaluation. Prior department approval is required for course substitutions. Only one internship may count toward option requirements. *CR/NC* grading only.

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