

# Business — Craig M.B.A. Program

## 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 offers elective area courses in special areas of professional practice, such as agribusiness, entrepreneurship, finance, general management, human resource management, international business, management information systems, and marketing. We are committed to developing one of the top applied MBA Programs in the nation. As a result, your studies will be complemented by numerous opportunities to solve real world business problems through internships and team consulting projects.

**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, and
5. a description of work experience.

## M.B.A. 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, business majors from non-American Assembly Collegiate School of Business (AACSB) business schools, or students who graduated from an AACSB Program more than seven years ago: 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 ..... 18

These courses allow the student to integrate the knowledge from Group I and II and specialize in specific subject areas. Students will select one of the following areas consisting of required and elective courses including MBA 279 and a culminating experience: agribusiness, entrepreneurship, finance, general management, human resource management, international business, management information systems, and marketing.

### Areas and Culminating Experience

#### Select one of the following areas

##### Agribusiness

Required (9 units): AGBS 210, 250, 279

Electives (3 units): Choose from AGBS 230, 240, or 260

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from Group III *or* MBA 299 (Thesis) and MBA 216

##### Entrepreneurship

Required (9 units): MBA 270, 274, 279

Culminating experience (9 units): Choose MBA 298 (Project) and MBA 272, and 273 *or* MBA 299 (Thesis), MBA 216, and MBA 272 or 273 as determined by the MBA director or his/her designee

##### Finance

Required (6 units): MBA 230 and 279

Electives (6 units): Choose from MBA 231, 232, 233, 234, 289T (with permission from the MBA director)

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from Group III *or* MBA 299 (Thesis) and MBA 216

##### General Management

Required (3 units): MBA 279

Electives (9 units): Choose from MBA 230, 240, 250, 260, 270, 289T (with permission from the MBA director)

The Craig School of Business

### Craig M.B.A. Program

Mark J. Keppler, *Director*

Peters Business Building, Room 183

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

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from Group III *or* MBA 299 (Thesis) and MBA 216

#### Human Resource Management

Required (12 units): MBA 240, 242, 243, 279

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from MBA 241, 244, 245, 246, 247 *or* MBA 299 (Thesis) and MBA 216

#### International Business

Required (3 units): MBA 279

Electives (9 units): Choose from AGBS 240; MBA 231, 241, 251, 261, 289T (with permission from the MBA director)

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from Group III *or* MBA 299 (Thesis) and MBA 216

#### Management Information Systems

Required (3 units): MBA 279

Electives (9 units): Choose from MBA 250, 251, 252, 253, 289T (with permission from the MBA director)

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from Group III *or* MBA 299 (Thesis) and MBA 216

#### Marketing Management

Required (6 units): MBA 260, 279

Electives (6 units): Choose MBA 261, 262, 263, 264, 289T (with permission from the MBA director)

Culminating experience (6 units): Choose MBA 298 (Project) and 3 units from Group III *or* MBA 299 (Thesis) and MBA 216

**Total ..... 36**

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

## Business — Craig M.B.A. Program

### 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. Management and technical aspects of computer-based information systems. Emphasis is on issues for non-IS managers in the areas of inter- and intra-organizational systems; system development, acquisition, and implementation; software, hardware, and data resource management and control.

##### **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; divi-

sional 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)**

Advancement analysis of equity and fixed-income securities and mutual funds; operation of financial markets and investment environments; contemporary theories and techniques of security selection and management available to the institutional portfolio manager; and portfolio performance evaluations. Lectures 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.

**234. Seminar in Options, Futures, and Other Derivatives (3)**

Introduction to the use and pricing of derivative assets such as options, futures, swaps, and option-like features embedded in corporate securities. It covers mathematical concepts underlying derivative

markets and contracts and basic pricing models. The use of derivatives for speculative purposes, hedging purposes, and arbitrage will be discussed. Lecture and cases. (Formerly MBA 289T)

**240. Managing Human Capital — Applications of Human Resource Management Theory to Practice (3)**

Analysis of theories and application of the major human resource management functions that affect managerial decisions. Particular emphasis on strategy, program evaluation, legal issues, employee and labor relations, and managing human resources in a global environment. 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 Human Resource Planning, Recruitment, and Selection (3)**

Prerequisite: MBA 240. Analysis of theories/techniques for “getting the right people into the right jobs at the right time.” Specifically, recruiting, selecting, and placing employees to meet strategic goals, while developing/maintaining a diverse workforce, addressing legal issues, and staffing in an evolving environment. Lecture and cases.

**243. Seminar in Training, Compensation, and Performance Appraisal (3)**

Prerequisite: MBA 240. Analysis of the behavioral, social, legal, and economic issues involved in designing, administering, and evaluating effective orientation and training programs, employee compensation programs, and employee performance management systems to maintain a qualified and motivated workforce. Lecture and cases.

**244. Seminar in Applications of Technology in Human Resource Management (1-2; max total 3 if no topic repeated)**

Analysis of the use and implications of technology in human resource management. Topics include human resource in-

formation systems, employee monitoring and telecommuting.

**245. Seminar in Negotiation and Conflict Resolution Topics (1-2; max total 3 if no topic repeated)**

Analysis of resolving conflicts in the workplace. Addresses the behavior of individuals, groups, and organizations in the context of organizational conflict. Topics include negotiation, dispute resolution systems in the workplace, and employee relations.

**246. Seminar in Workforce Issues (1-2; max total 3 if no topic repeated)**

Analysis of special topics as they relate to the current workforce such as empowered work teams, virtual teams, changing demographics, and the human resource professional acting as a change agent.

**247. The Context of Human Resource Management (1-2; max total 3 if no topic repeated)**

Analysis of current human resource management trends, including workplace safety, ergonomics/workplace design, and genetic testing.

**250. Seminar in End User Computing (3)**

Prerequisite or concurrent MBA 211. Use of database and geographic information systems in the analysis and solution of business problems; management of end-user computing; innovative application of cutting-edge technologies.

**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.

**252. Seminar in Information Systems Management (3)**

Prerequisite: MBA 211. Study of information systems management from the viewpoint of the chief information officer. Study of the strategic and innovative use of technology and the managerial, political, legal, ethical, financial, and behavioral issues involved in managing the IS function.

**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.

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### 260. Seminar in Market Research and Analysis (3)

Prerequisite: MBA 214. Traditional as well as hi-tech research methodology. Research project management from conception of research ideas and design to data analyses and presentation of findings. Blending art and science of research, qualitative and statistical interpretations, and leveraging the information in decision-making. (Formerly BUS 240)

### 261. Seminar in Global Marketing and Logistics (3)

Prerequisite: MBA 214. Analysis of problems of product design, channel structure, promotion, and inter-organization cooperation and control in international marketing. Negotiation, bargaining, and contracting across national boundaries. Special emphasis on the importance of logistics in generating customer satisfaction in both domestic and international markets.

### 262. Strategic Market Planning (3)

Prerequisite: MBA 214 or permission of instructor. Strategic market planning and decision making in both start-up and existing businesses. Emphasis on detailed planning, clear strategy articulation, and good marketing plan preparation. Actual consulting projects and/or case analysis.

### 263. Seminar in "X" Marketing (3)

Prerequisites: MBA 214. With approval of instructor, students explore a current hot topic in marketing and prepare a major investigative paper and presentation for professional critique. Example topics include relationship marketing, e-marketing, societal marketing, green marketing, non-profit marketing, and database marketing.

### 264. E-Marketing (3)

Prerequisite: MBA 214. Examines the impact of the Internet on marketing processes and the marketing mix. Emphasis on the Internet as a content, communication, and distribution resource. Role of customer service, fulfillment, and customer relationship management in achieving long run customer satisfaction.

### 270. Seminar in Business Ventures (3)

Overview of the entrepreneurial process beginning with the initial idea through start-up, growth, and harvesting the business. Using the business plan as a primary learning vehicle, students learn to manage all elements of a business in the entrepreneurial context. Course is team taught.

### 272. Seminar in New Venture Management (3)

Prerequisite: MBA 270 or permission of professor. Study of the management and growth of a new firm. Skill and knowledge building through case analysis, interaction with community entrepreneurs, and readings. Students are encouraged to do an internship with an entrepreneurial firm while enrolled in the course. Course is team taught.

### 273. New Venture Creation (3)

Prerequisite: MBA 270, MBA 272, or permission of instructor. Through team projects emphasizing real world experience, this course covers the process by which business ideas are developed, screened, and tested. Topics include business idea generation, techniques for screening ideas, the development of product and business concepts, prototype development, and feasibility analysis. This course is team taught.

### 274. New Venture Launch (3)

Prerequisite: MBA 270, 272, and 273, or permission of instructor. Through team projects emphasizing real world experience and hands-on instruction, this course provides an understanding of the process of starting-up, growing, and harvesting a new business. Case analysis, and a heavy emphasis on practical exercises. This course is team taught.

### 279. 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 (1-2; max total 3 if no topic repeated)

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 *RP* grading.

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

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

*Note:* Group III AGBS prefix courses under the Agribusiness Specialization elective area are listed under *Graduate Courses* within the Department of Agricultural Economics.

## IN-SERVICE COURSES

(See *Course Numbering System*.)

### Business (BUS)

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#### 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.