

# Management

The Craig School of Business

## Department of Management

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[www.craig.csufresno.edu/Departments/MGT/MGT.htm](http://www.craig.csufresno.edu/Departments/MGT/MGT.htm)

## B.S. in Business Administration

Options:

- Entrepreneurship
- Human Resource Management
- Management

## Minor in Entrepreneurship

See page 216

## Certificate in Entrepreneurship

### Certificate in

### Organizational Management

### Certificate in Human

### Resource Management

## 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 issues 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 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 comprises 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 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.

Julie B. Olson-Buchanan, *Chair*  
Timothy M. Stearns, *Coleman Foundation*  
*Chair in Entrepreneurial Studies*

Mark J. Keppler  
Jahanguir M. Moghaddam  
Joseph J. Penbera  
Rudolph J. Sanchez  
James M. Schmidtke  
Jia Wang

**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, in addition to the university's General Education requirements, demonstrate computer competency, complete a seven-course group of pre-business courses, six or seven courses of upper-division core, 22 to 24 units in an area of specialization or option, and an integrative course requirement.

Computer literacy and computer software competency are considered essential to success in the program, which is heavily oriented in the use of technology. The pre-business courses include material considered essential for further study in business. The upper-division core courses 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.

**Demonstration of computer competency.** Complete IS 52 and 52L or equivalent courses with a grade of C or better or achieve a passing score on the CSB computer competency waiver examination. See "computer competency waiver exam" at [www.craig.csufresno.edu/Student\\_Info/USS/](http://www.craig.csufresno.edu/Student_Info/USS/).

|   |              |
|---|--------------|
|   | <i>Units</i> |
| <b>Pre-Business requirements</b> .....                    | <b>16*</b>   |
| ACCT 4A, 4B; BA 18; DS 71, 73; ECON 40 or AGE 1; ECON 50; |              |
| (See <i>Pre-Business Policy</i> , page 215.)              |              |

|  |           |
|--|-----------|
| <b>Upper-division core requirements</b> .....                          | <b>24</b> |
| DS 123; FIN 120; IS 130; MGT 110 or 104-106, MGT 124; MKTG 100 or 100S |           |

|  |              |
|--|--------------|
| <b>Option requirements</b> .....   | <b>23-27</b> |
| The department offers three options as part of the Business Administration major: Entrepreneurship, Human Resource Management, and Management. |              |

|   |           |
|---|-----------|
| <b>General Education requirements</b> ..... | <b>51</b> |
|---|-----------|

**Grade Requirement**

A grade of C or better must be earned for each course used to satisfy the requirements for the major.

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

Business majors must select either BA 105W or ENGL 160W (See *Writing Requirements*, page 215.)

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

|   |          |
|---|----------|
| <b>Integrative course requirement</b> ..... | <b>3</b> |
| MGT 187                                     |          |

|                                     |          |
|-------------------------------------|----------|
| <b>Electives</b> .....              | <b>0</b> |
| See individual option requirements. |          |

|                    |                |
|--------------------|----------------|
| <b>Total</b> ..... | <b>120-125</b> |
|--------------------|----------------|

\*This total indicates that 6 units for DS 71 and ECON 50 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 General Education requirements, pre-business requirements, upper-division business core, upper-division writing skills requirement, and the 23-24 units as required by the options, total the 120-122 units required for the Bachelor of Science in Business Administration.

|   |              |
|---|--------------|
| <b>Entrepreneurship Option</b>  | <i>Units</i> |
| ENTR 81, 153, 155, 157 .....  | <b>12</b>    |
| Select four upper-division courses approved by the option coordinator ..... | <b>12</b>    |
| <b>Total</b> .....  | <b>24</b>    |

|   |              |
|---|--------------|
| <b>Human Resource Management Option</b>   | <i>Units</i> |
| HRM 150, 152, 153, 154, 157, 159 ....   | <b>18</b>    |
| Select two courses from the following: AAIS 136, 144, 146; ANTH 120; BA 156; ECON 150, 152; HS 143, 145, 168B; HRM 189T, 190, 195; MGT 60, 126, 127, 189T; PLSI 185 and PSYCH 144, 149, and 176 ..... | <b>5-9</b>   |
| <b>Total</b> .....  | <b>23-27</b> |

**Management Option**

*Units*

Select one of the following tracks:

- *Organizational Leadership Track* ..... (23-24)  
MGT 127, 180, 182S;  
HRM 150 ..... (12)  
*and* four courses selected from ENTR 81, 153, 155, 157; HRM 152, 153, 154, 157, 190; MGT 126, 127, 131, 133, 152, 158, 189T, 190, 195; MKTG 90; approved by the option coordinator ..... (11-12)
- *Production/Logistics Management Track* ..... (22-24)  
MGT 126, 180, 195;  
MKTG 114 ..... (13)  
*and* three courses selected from MKTG 90, 126; MGT 152, 158; FIN 123; ACCT 132; HRM 150 ..... (9-11)
- *Special Management Applications Track* ..... (23-24)  
MGT 127, 180, 182S ..... (9)  
*and* 8-9 units selected from ENTR 81, 153, 155, 157; HRM 152, 153, 154, 157, 190; MGT 126, 127, 131, 133, 152, 158, 189T, 190, 195;  
MKTG 90 ..... (8-9)  
*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)

|                    |              |
|--------------------|--------------|
| <b>Total</b> ..... | <b>23-24</b> |
|--------------------|--------------|

**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.

For successful completion of a certificate, you must receive a grade of C or better in each course.

## Management

|   |              |
|---|--------------|
| <i>Certificate in Entrepreneurship</i>  | <i>Units</i> |
| Required courses .....  | <b>12</b>    |
| ENTR 81, 153; MGT 110   |              |
| Elective courses .....  | <b>6</b>     |
| ENTR 155, 157; FIN 131 or courses approved by certificate program coordinator or department chair |              |
| <b>Total</b> .....  | <b>18</b>    |

|   |              |
|---|--------------|
| <i>Certificate in Organizational Management</i>   | <i>Units</i> |
| Required Courses .....  | <b>12</b>    |
| MGT 110 (or MGT 104 and 106), 127, 182S   |              |
| Elective courses .....  | <b>3-4</b>   |
| ENTR 81; HRM 150; MGT 124, 126, 133, 180, 189T or courses approved by certificate program coordinator or department chair |              |
| <b>Total</b> .....  | <b>15-16</b> |

|  |              |
|--|--------------|
| <i>Certificate in Human Resource Management</i>  | <i>Units</i> |
| Required Courses .....   | <b>12</b>    |
| HRM 150, 153, 154, and 157   |              |
| Elective courses .....   | <b>3</b>     |
| HRM 152, 159; MGT 106 or courses approved by certificate program coordinator or department chair |              |
| <b>Total</b> .....   | <b>15</b>    |

### COURSES

#### *Entrepreneurship (ENTR)*

**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.

**ENTR 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.)

**ENTR 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.

**ENTR 157. New Venture Laboratory (3)**  
Prerequisite: ENTR 155. Students develop a business idea that results in a business plan. In a laboratory setting, students interact with entrepreneurs, suppliers, customers, and experts in order to create a new venture that may become viable.

**ENTR 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.

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

**ENTR 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)*

**HRM 150. Administration of Personnel (3)**  
Prerequisites: MGT 104 and 106 or 110, and BA 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.

**HRM 152. Labor Relations and Collective Bargaining (3)**  
Prerequisites: HRM 150 and BA 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.

**HRM 153. The Staffing of Organizations (3)**  
Prerequisites: HRM 150 and BA 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.

**HRM 154. Compensation Administration (3)**  
Prerequisite: HRM 150 and BA 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.

**HRM 157. Legal Aspects of Human Resource Management (3)**  
Prerequisites: HRM 150 and BA 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.

**HRM 159. Seminar in Human Resource Management (3)**  
Prerequisites: last-semester senior status; HRM 150, BA 105W or ENGL 160W, and completion of at least three of the following classes: HRM 152, 153, 154, 157. Integration of human resource management knowledge. Case analysis and discussion. Students will be required to take the PHR certification exam and to independently pay a mandatory test fee.

**HRM 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.

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

**HRM 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.

**HRM 200 Series Courses**  
Graduate courses are listed under *Business — Graduate Program*.

#### *Management (MGT)*

**MGT 40T. Entrepreneurial Training Program (1)**  
Year-long workshops that allow students to study, evaluate, and create business plans. Completion of course requires culminat-

ing presentation of business plan before a panel of judges.

**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.

**MGT 104. Administrative Principles of Management (3)**

Prerequisite: BA 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.

**MGT 106. Behavioral Principles of Management (3)**

Prerequisite: BA 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.

**MGT 110. Administration and Organizational Behavior (6)**

Prerequisite: BA 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.

**MGT 124. Production/Operations Management (4)**

Prerequisites: DS 123 (may be taken concurrently); BA 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 planning and control; materials handling; inventory and quality control; project management. Lecture discussion; computer simulation.

**MGT 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.

**MGT 127. Contemporary Leadership (3)**

Prerequisites: MGT 104 and 106 or 110 and BA 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.

**MGT 131. International Management (3)**

Prerequisites: MGT 104 and 106, or 110. 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.

**MGT 133. Managing Nonprofit Organizations (3)**

Prerequisites: MGT 104 and 106, or 110. 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.

**MGT 152. E-Business Enabled Supply Chain Management (3)**

Prerequisites: MGT 124 or MKTG 90. Supply chain dynamics, interrelationships, and evolution; e-sourcing and e-procurement; supply chain logistics management; intra/inter enterprise optimization; collaborative material and distribution requirements, planning, and control; global considerations; computer/Internet applications of supply chain management.

**MGT 158. Project Management (3)**

Phases of the project life-cycle; basic tools and techniques for planning, scheduling, and control of projects; project organizations; project roles; techniques for building effective project teams; risk management; information technology and e-business projects; computer/Internet applications of project management.

**MGT 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.

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

Prerequisites: MGT 104 and 106 or 110 and BA 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.

**MGT 182S. Seminar in Applied Management Techniques (3)**

Prerequisites: MGT 104 and 106 or 110 and BA 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. Experiential exercises, personal reflection, case analyses, and a community service learning experience will be utilized to enhance the application of course theory. (Formerly MGT 182)

**MGT 187. Seminar in Strategic Management (3)**

Prerequisites: last-semester senior, completion of CSB core requirements and BA 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.

**MGT 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.

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

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

**MGT 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.

**MGT 200 Series Courses**

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