

Management

The Craig School of Business

Department of Management

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www.craig.csufresno.edu/departments/mgt

B.S. in Business Administration

Options:

- Entrepreneurship
- Human Resource Management
- Management

Minor in Entrepreneurship

See page 220

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 Lyles Center for Innovation and Entrepreneurship, Craig School's Small Business Institute, and the Institute for Family Business.

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*
- George S. Vozikis, *Edward M. Reighard Chair of Management*
- William Bommer
- Jill C. Bradley
- Mark J. Keppler
- Brian Lyons
- 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 satisfy (a) the university’s General Education requirements; (b) pre-business requirements, which include demonstration of computer competency, a seven-course group of pre-business courses, and both a cumulative and campus GPA of at least 2.25 to declare an option; (c) upper-division core requirements of six or seven upper-division courses, (d) option requirements of 22-24 units in an area of specialization; (e) the upper-division writing skills requirement; and (f) 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/uss_home.aspx.

Units

Pre-Business requirements..... 16*
 ACCT 4A, 4B; BA 18; DS 71, 73; ECON 40 or AGE 1; ECON 50;
 (See *Pre-Business Requirement*, page 219.)

Upper-division core requirements..... 24
 DS 123; FIN 120; IS 130; MGT 110 or 104-106, MGT 124; MKTG 100

Option requirements 22-26
 The department offers three options as part of the Business Administration major: Entrepreneurship, Human Resource Management, and Management.

General Education requirements..... 51
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 219.)

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

Integrative course requirement 3
 MGT 187

Electives 0
 See individual option requirements.

Total 120-124

*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 22-25 units as required by the options, total the 120-125 units required for the Bachelor of Science in Business Administration.

Entrepreneurship Option *Units*
 ENTR 81, 151, 153, 155, 157;
 MGT 127 **18**
 Select two courses from the following: BA 152; ENTR 161, 163, 165, 167, 169; FIN 131 or courses approved by the option coordinator **6**
Total 24

Human Resource Management Option *Units*
 HRM 150, 152, 153, 154, 157, 159
 MGT 127 **21**
 Select 3-5 units from the following: AAIS 136, 144, 146; ANTH 120; ECON 150, 152; HS 143, 145, 168B; HRM 189T, 190, 195; MGT 60, 126, 189T; PLSI 185; PSYCH 144, 149, 176 **3-5**
Total 24-26

Management Option *Units*
 Select one of the following tracks:
 • *Organizational Leadership Track* (23-24)
 MGT 127, 133 or 182S, 180;
 HRM 150 (12)
and four courses selected from ENTR 81, 153, 155, 157; HRM 152, 153, 154, 157, 190; MGT 126, 131, 133, 152, 158, 189T, 190, 195; MKTG 90; approved by the option coordinator (11-12)
 • *Production/Logistics Management Track* (22-25)
 MGT 126, 180, 195;
 MKTG 114 (13)
and three courses selected from MKTG 90, 126; MGT 152, 158; FIN 123; ACCT 132; HRM 150 (9-12)
 • *Special Management Applications Track* (23-24)
 MGT 127, 133 or 182S, 180 (9)

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and 8-9 units selected from ENTR 81, 153, 155, 157; HRM 152, 153, 154, 157, 190; MGT 126, 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) _____

Total **22-25**

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. Applicants must also fill out the appropriate form in the Management Department office prior to entering any of the certificate programs. 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.

Advising Note

Students with an option in entrepreneurship, human resource management, and management are **not** eligible for the certificate programs.

<i>Certificate in Entrepreneurship</i>	<i>Units</i>
Required courses	12
ENTR 81, 151, 153; MGT 127	
Elective courses	6
BA 105W; ENTR 155, 157, 161, 163, 165, 167, 169; FIN 131 or courses approved by certificate program coordinator or department chair	
Total	18

<i>Certificate in Organizational Management</i>	<i>Units</i>
Required Courses	12
MGT 110 (or MGT 104 and 106), 127, 133	

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

<i>Certificate in Human Resource Management</i>	<i>Units</i>
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)

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 151. Opportunity Assessment (3)

Prerequisite: ENTR 81 with a *B* or better. Presents tools and techniques for evaluation and assessment of opportunities for new businesses. Evaluates idea assessment, market and competitive analysis, trends, distribution systems, and customer needs to determine if launching a business is feasible. Assessments are made across industries, including retail, manufacturing, distribution, services, and technology. Provides the foundation for writing a business plan.

ENTR 153. Business Plan Writing (3)

Prerequisites: ENTR 81, 151; 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. Managing the New Venture (3)

Prerequisites: 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 151, 153. 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 161. Urban Entrepreneurship (3)

Prerequisite: ENTR 81. Examines urban environments and their own special planning, psychology, economics, design, and politics. Develops different skill set required for the entrepreneur. Students will participate in urban space, identify opportunities, and develop projects that may lead to successful launches of new enterprises. Presentation of a business concept for urban space concludes the course. (Formerly INOV 191T)

ENTR 163. Social Entrepreneurship (3)

Prerequisite: ENTR 81. Explores current thoughts and trends in the emerging field of social entrepreneurship. Looks at examples of successful and not-so-successful social entrepreneur organizations. Students develop business plans for a new social enterprise. Guest lectures and site visits. (Formerly INOV 191T)

ENTR 165. Corporate Entrepreneurship (3)

Prerequisite: ENTR 81. Covers entrepreneurship in established companies, or intrapreneurship. Addresses the emerging theories and practices of entrepreneurship and applies them to a corporate setting. Presents issues of how to establish corporate entrepreneurial vision, strategy, and direction. Students discuss methods for relating intrapreneurship to other functions such as human resource management, new product development, research and development, and corporate venturing.

ENTR 167. Franchising (3)

Prerequisite: ENTR 153 or permission of instructor. Students examine franchising from both the franchisor and franchisee perspectives. Topics include the evaluation of franchising opportunities; legal concerns of franchising; the development of appropriate franchising strategies; and the successful planning, implementation, and launching of franchise networks and franchised outlets. (Formerly ENTR 189T)

ENTR 169. Family Business Management (3)

Prerequisite: ENTR 81. Addresses aspects of managing an established family business (on a day-to-day basis) and planning for succession to the next generation.

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. F

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. S

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 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. Business majors need department consent to take this course. 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. Business majors need department consent to take this course. 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.

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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)
(See IS 186.)

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.

MGT 187. Seminar in Strategic Management (3)
Prerequisites: last-semester senior, completion of all CSB core requirements (only MGT 124 may be taken concurrently), 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*.