



NOTE:

This document is specific to the
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LOWER DIVISION COURSES

Management

MGMT 020. Introduction to Business. Provides an overview of the various basic functions of business and how they interface. Topics will include accounting, finance, marketing, human resources management, management information systems, operations management, real estate, and international business. 3 units.

UPPER DIVISION COURSES

Management

Note: Courses 100-199 not open to freshman or sophomores.

Note: A student **may not** enroll in any upper-division courses if s/he has not completed the Pre-Major Program with a grade of "C-" or better in each course and an overall GPA of 2.0 ("C"). Students desiring to enroll in upper division courses, while concurrently completing the **last** of those courses designated as "Pre-Major Program," may select only ACCY 160A (for Accountancy majors only), COMS 103, MIS 101, OBE 130, OR OBE 150. MIS 001A, MIS 001B, MIS 001C are a prerequisite for all the above courses-may be taken concurrently with COMS 103 or OBE 150. Courses requiring a specific prerequisite(s) **may** be taken only after the prerequisite(s) has been completed with a "C-" or better.

MGMT 105. Business Forecasting. Role of forecasting in management; effect of business fluctuations on management planning; procedures for measuring changes in business activity; methods of forecasting for the economy, the particular industry, and the individual firm. 3 units.

MGMT 120. Principles of Marketing. Social and economic implications of marketing for profit and nonprofit institutions; market structure and behavior; marketing institutions; channels of distribution for consumer and industrial goods; marketing costs; pricing; public regulations. 3 units.

MGMT 121. Marketing Research and Information. Examines the acquisition of information for marketing management decision making, including methods of collection and analysis applicable to secondary and primary data, as this process relates to the management information system. Seminar. **Prerequisite:** MGMT 120. 3 units.

MGMT 122. Buyer Behavior. Understanding buying as a process in order to develop more effective solutions to marketing problems; an interdisciplinary approach drawing on insights from the behavioral sciences; applications to practical marketing situations. Seminar. **Prerequisite:** MGMT 120. 3 units.

MGMT 123. Public Relations and Ethics in Business. Managerial function of evaluating public attitudes toward business firms and other organizations and institutions, and of adjusting policies and executing programs to earn public acceptance and support. Media and method of communicating with the various publics, and problems in responsible leadership. 3 units.

MGMT 124. Retail Management. Development, trends, and institutions of retailing; organization and management of retail establishments; principles and policies of retail store operations including location and layout, planning and control of budgets, personnel, pricing and customer services. **Prerequisite:** MGMT 120. 3 units.

MGMT 125. Advertising. An examination of advertising as a marketing communications tool in profit and nonprofit organizations. Emphasis will be placed on creative methods, alternative media, measurements of effectiveness, and coordination with other aspects of the marketing program through class discussion and written projects. Seminar. **Prerequisite:** MGMT 120. 3 units.

MGMT 126. Salesmanship. Principles of the sales process including prospecting, structuring a sales presentation, handling objections, closing and customer relationship management. Application of sales techniques in product and service situations, integration of technology as a sales tool. Includes lectures, role playing, and practice in sales presentations. 3 units.

MGMT 127. Sales Management. Individual problems of manufacturer or wholesaler in merchandising; intensive development of the "selling" function of marketing; duties of the sales manager. **Prerequisite:** MGMT 120. 3 units.

MGMT 129. Marketing Management. Application of marketing principles to the solution of a wide variety of problems and cases including target markets, product selection, channels of distribution, promotion and pricing. It is a capstone course. It is recommended that students take MGMT 121 and 122 prior to taking MGMT 129. Seminar. **Prerequisite:** MGMT 120 and senior standing. 3 units.

MGMT 133. Business Finance. The study of principles of finance and their application to typical financial problems of business enterprises. Special emphasis on financial analysis, management of working capital, cost of capital, capital budgeting, long-term financing, dividend policy, and internal financing. 3 units.

MGMT 134. Financial Management. Trends in the development of financial policy are analyzed and reports on specific aspects are presented in class. The student is placed in the position of the financial manager who must make decisions and implement them. **Prerequisite:** MGMT 133. 3 units.

MGMT 135. Investments. Significant characteristics of numerous types of investments; securities markets and financial institutions; principles of investment analysis; investment management. **Prerequisite:** MGMT 133. 3 units.

MGMT 136. Modern Portfolio Management. Asset management utilizing the major aspects of modern portfolio theory, portfolio construction and selection, portfolio performance evaluation, capital asset pricing models, and recent theoretical developments in asset pricing behavior. **Prerequisite:** MGMT 133. 3 units.

MGMT 137. Financial Institutions and Markets. Course is designed to broaden understanding of the financial system to include the network of institutions which bring into existence the increasingly important substitutes for money in the traditional sense. Emphasis is given to flow of funds analysis within the context of emerging financial theories. **Prerequisite:** MGMT 133. 3 units.

MGMT 138. Principles of Risk Management and Insurance. A study of the concept of pure risk and its implications for decision making. The purpose of the course is to provide business students the basics of risk theory and its application to risk management or insurance purchasing using a personal consumer's viewpoint. Practical personalized examples and cases will be used to illustrate risk decision making, primarily on a personal basis, but also in selected business decisions. Topics include risk theory, social insurance, life insurance,

pensions, medical coverages, workers' compensation, property insurances, and liability insurances. The course is ideal as a supplement to any business major, especially those making risk management or insuring decisions, including insurance company personnel, investment counselors, financial managers, real estate majors, employee benefits/personnel specialists, pre-law, and health administration majors. 3 units.

MGMT 139A. Business Property and Liability Insurance. A concentrated and analytical approach to the study of property and liability loss exposures for the business enterprise. While the emphasis is on the different types of business insurance coverages, a risk management approach and examples are used. Topics include business property insurances; liability, especially workers' compensation; the SMP and CGL contracts; business auto, crime coverages; bonds; transportation insurance; consequential coverages; and capacity and other related marketplace problems. Case studies and problems, as well as a computer analysis are used. The course is an excellent supplement for insurance, finance, real estate and pre-law majors, small business owners, and anyone who will be making business financial decisions, or providing insurance products in the insurance industry. Successfully completing MGMT 138 and 139A substitutes for the one-year experience requirement for those interested in taking the Insurance Broker's Licensing Exam. **Prerequisite:** MGMT 138 or instructor permission. 3 units.

MGMT 139B. Employee Benefits. An intensive and analytical examination of the employee benefit planning environment and its risk exposures. Using a risk management approach, the topical areas studied include mandatory programs, especially OASDHI and ERISA; health care; group life and disability; retirement income and capital accumulation plans; paid time off; family-centered benefits; flexible benefits and cafeteria plans; and benefit cost information. Case studies and extensive contact with the business community as well as team projects are required. This is an important class for specialists in human resources management, especially personnel, pre-law, and health care or those who will be providing insurance products to fulfill employment benefit needs. **Prerequisite:** MGMT 138 or instructor permission. 3 units.

MGMT 160. Principles of Quality Management. Study of the major principles of quality management: customer focus, continuous improvement, employee involvement, and process improvement. Use of case studies and a project to gain knowledge in implementing quality management principles. Seminar. 3 units.

MGMT 161. Fundamentals of Project Management. Investigates the use of projects to accomplish limited duration tasks in our society's many organizations, their impact on the institution, and the unique style of management they require. Examines project activities in a variety of organizations which result in the development of unique products, services, or performances in private, not-for-profit, and public sectors. 3 units.

MGMT 170. Fundamentals of Business Strategy. The basics of business-level strategy and how they are applied in modern organizations. Underlying primary principles, theories and practices are examined and discussed. Cases presenting actual, real-world situations will be analyzed to derive solutions to the business-level opportunities and problems facing strategic managers. **Note:** Should be taken prior to taking MGMT 182. **Prerequisite:** OBE 150. 3 units.

MGMT 172. International Business. Analysis of international business: foreign markets; export-import trade; licensing agreements; foreign exchange problems; role of the multina-

tional firm; intergovernmental trade agreements; balance of payments; decision making in foreign environments. 3 units.

MGMT 173. Multinational Marketing. Environmental factors affecting international trade, such as culture and business customs, political factors and constraints, economic development and legal differences, are integrated with the marketing management functions of market potential, analysis marketing research, international organization, channels and distribution, sales promotion, prices, credit, and financing. **Prerequisite:** MGMT 120 or instructor permission. Spring only. 3 units.

MGMT 174. Multinational Business Finance. Principles of international financial management. Issues covered include the international environment of financial management, uses of foreign exchange spot, forward, futures, options, and swap markets, foreign exchange risk management, international investment and financing decisions. **Prerequisite:** MGMT 133 or instructor permission. Prior additional course in finance or international business recommended but not required. 3 units.

MGMT 180. Operations Management. An introduction to the basic concepts and methods used to analyze and improve performance of operations in manufacturing and service organizations. Decisions and problems presented are related to operations strategy, job design, process design and layout, forecasting, inventory management, operations planning and control, material requirements planning, quality management, and just-in-time manufacturing. 3 units.

MGMT 181. Supply Chain Logistics Management. The delivery of enhanced customer and economic value through synchronized management of the flow of physical goods and associated information from sourcing through consumption. Examines the management of those activities that facilitate the movement, control and direction of goods and services to create time, place, form and ownership utilities in the global market. Topics include transportation, warehousing, information systems, sourcing, strategic alliances, modeling, purchasing and international operations. **Prerequisite:** MGMT 180. 3 units.

MGMT 182. Strategic Management. Theory and practices of strategic planning for organizations, analysis of cases from a general management perspective which integrates accounting, financial, marketing, personnel, and production policies in relation to the environment within a framework of balance between profit or cost-effectiveness and social responsibility. Case studies, term project. **Prerequisite:** Completion of all other upper-division core courses, except MIS 175. 3 units.

MGMT 186. Operations Planning and Inventory Control. In-depth treatment of the decision situations facing managers in charge of problems related to the planning and control of work-in-process inventories and the flow of goods and services. Emphasis is placed on material requirements planning, just-in-time manufacturing, capacity requirements planning, operations scheduling, and production activity control. Lecture-discussion and case studies; student field project in operations/inventory systems is required. **Prerequisite:** MGMT 180. Spring only. 3 units.

MGMT 187. Entrepreneurship. Objective is to lead students through all steps necessary in starting a business: analyzing personal and business goals, researching the market, developing a marketing plan, determining land, building, equipment, supplies, inventory, people needed, determining cash flow and pro forma financial statements, and money needed. The output of all this will be a professional business plan and financial package ready to submit to prospective investors. 3 units.

MGMT 188. Operations Strategy and Design. Covers strategic theories and methods for designing, managing and improving operations systems in order to achieve the competitive priorities—cost, quality, delivery and flexibility—which support the business-level strategies of cost leadership and differentiation. Topics will include productivity and competitiveness, facilities, technology, just-in-time, resource planning systems, value analysis, quality, and human resource management. **Prerequisite:** MGMT 180. 3 units.

MGMT 194. Cooperative Education Experience in Management. In-depth supervised work experience in management for the purpose of exposing the student to comprehensive management experience in business, governmental, or service agencies. Open to all upper division students, subject to permission of the Management Department. **Prerequisite:** Minimum overall GPA of 2.5. Graded Credit/No Credit. 6-12 units.

MGMT 195A. Internship in Finance. Supervised work experience in business, governmental or service agencies for the purpose of increasing student understanding of the nature and scope of their operations. Supervision is provided by the faculty and the cooperating agencies. Open to upper division students, subject to permission of instructor. Petitions can be obtained from Tahoe Hall 1035. **Note:** Open to declared business administration majors only. **Prerequisite:** Minimum CSUS GPA of 2.5. Graded Credit/No Credit. 6-12 units; maximum 3 units per semester.

MGMT 195B. Internship in International Business. Supervised work experience in business, governmental or service agencies for the purpose of increasing student understanding of the nature and scope of their operations. Supervision is provided by the faculty and the cooperating agencies. Open to upper division students, subject to permission of instructor. Petitions can be obtained from Tahoe Hall 1035. **Note:** Open to declared business administration majors only. **Prerequisite:** Minimum CSUS GPA of 2.5. Graded Credit/No Credit. 6-12 units; maximum 3 units per semester.

MGMT 195C. Internship in Strategic Management. Supervised work experience in business, governmental or service agencies for the purpose of increasing student understanding of the nature and scope of their operations. Supervision is provided by the faculty and the cooperating agencies. Open to upper division students, subject to permission of instructor. Petitions can be obtained from Tahoe Hall 1035. **Note:** Open to declared business administration majors only. **Prerequisite:** Minimum CSUS GPA of 2.5. Graded Credit/No Credit. 6-12 units; maximum 3 units per semester.

MGMT 195D. Internship in Marketing. Supervised work experience in business, governmental or service agencies for the purpose of increasing student understanding of the nature and scope of their operations. Supervision is provided by the faculty and the cooperating agencies. Open to upper division students, subject to permission of instructor. Petitions can be obtained from Tahoe Hall 1035. **Note:** Open to declared business administration majors only. **Prerequisite:** Minimum CSUS GPA of 2.5. Graded Credit/No Credit. 6-12 units; maximum 3 units per semester.

MGMT 195E. Internship in Operations Management. Supervised work experience in business, governmental or service agencies for the purpose of increasing student understanding of the nature and scope of their operations. Supervision is provided by the faculty and the cooperating agencies. Open to upper division students, subject to permission of instructor. Petitions can be obtained from Tahoe Hall 1035. **Note:** Open to

declared business administration majors only. **Prerequisite:** Minimum CSUS GPA of 2.5. Graded Credit/No Credit. 6-12 units; maximum 3 units per semester.

MGMT 196. Experimental Offerings in Business Problems. For advanced students who wish to investigate business problems in specialized areas. Application of research methods: selection and statement of a problem; collection and analysis of relevant data. **Prerequisite:** Senior standing or instructor permission. 3 units.

MGMT 199A. Special Problems in Finance. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of an instructor and the Department Chair. Petitions can be obtained from the Degree Programs Center, Tahoe Hall 1030. 1-3 units.

MGMT 199B. Special Problems in International Business. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of an instructor and the Department Chair. Petitions can be obtained from the Degree Programs Center, Tahoe Hall 1030. 1-3 units.

MGMT 199C. Special Problems in Strategic Management. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of an instructor and the Department Chair. Petitions can be obtained from the Degree Programs Center, Tahoe Hall 1030. 1-3 units.

MGMT 199D. Special Problems in Marketing. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of an instructor and the Department Chair. Petitions can be obtained from the Degree Programs Center, Tahoe Hall 1030. 1-3 units.

MGMT 199E. Special Problems in Operations Management. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of an instructor and the Department Chair. Petitions can be obtained from the Degree Programs Center, Tahoe Hall 1030. 1-3 units.

GRADUATE COURSES

Management

Note: Prerequisite for all courses numbered 210 and above (except MGMT 282) require satisfactory completion of the Foundation courses or their equivalent and classified graduate status.

MGMT 207. Finance. Theory and practice in determining the need for, the acquisition of, and the use of funds by organizations. Topics include time value of money, financial analysis, management of working capital, cost of capital, capital budgeting, long-term financing, dividend policy, and internal financing. **Prerequisite:** ECON 204, ACCY 201, MIS 206. 2 units.

MGMT 208. Marketing. Application of decision making in solving marketing problems; such as product, place, promotion and price decisions with reference to consumers and users. **Prerequisite:** ECON 204, ACCY 201, OBE 203. 2 units.

MGMT 209. Production and Operations Analysis. Study of operational systems; fundamental concepts, tools, and methodologies required to analyze and solve problems of the operations manager. Topics include: work design, facilities design, scheduling, quality control, and inventory management. **Prerequisite:** ECON 204, ACCY 201, MIS 206. 2 units.

MGMT 210. Research Methodology. Problem-solving approach will emphasize the need to impart tools and skills to formulate and design projects which satisfy action or policy needs. Search for relevant information. Methodologies and research strategies. Data collection and analysis. Measurement and statistical inference. Experimentation and simulation. Instrument survey design. Ethical implications. Report preparation and presentation of results for effective communication. 3 units.

MGMT 222. Management of International Operations. Provides graduate students an understanding of the management approaches of multinational corporations in dealing with operational differences in various countries. Topics include such areas as: foreign investment decisions, relations with host governments, and organizational planning. 3 units.

MGMT 223. Marketing Management. Marketing policy for channels of distribution, pricing brands, advertising, and sales as interrelated at the executive level. Designed to develop capacity for sound decision making by marketing managers. 3 units.

MGMT 224. Marketing and Its Environments. Analysis of the firm's or public agency's external environments, forces of change within them, and their influence on the organization's strategies and actions. Fall only. 3 units.

MGMT 225. Marketing Problems. Consideration of current problems and issues in marketing from the perspective of the individual firm or public agency. Spring only. 3 units.

MGMT 226. Product and Services Marketing. Study of how product and services marketing is implemented in a world of changing technology, increasing global competition, and changing customer needs and wants. The role of product and services marketing in both consumer and business markets is investigated. 3 units.

MGMT 233. Financial Aspects of Health Care Administration. Financing in health care institutions will be studied; including planning and control features involving budgets, funds flow, funding sources, and factors affecting finance in the health care industry. Analysis will be made of the relationships and effects on health care finance of such factors as labor, business, government, insurance, research, and demography. 3 units.

MGMT 234. Financial Management. Financing of corporations and management of corporate resources, short-term and long-term, stressing maximizing shareholder wealth. The case method is used extensively. Both oral and written communication skills are stressed. 3 units.

MGMT 235. Financial Markets. Behavior of equity, debt, currency, and derivatives markets and the linkages between these markets. Course presents the principles of valuations of instruments traded in these markets and the use of these instruments to investors, speculators, hedgers and arbitrageurs. 3 units.

MGMT 236. Security Analysis and Portfolio Management. Evaluation of stocks and bonds from the investor's viewpoint. Interpretation of issuers' financial statements to estimate potential future earnings and dividends; and evaluation of the securities' risks and expected returns through analysis of economic, industry and market environment in order to develop conclusions as to the securities' suitability for inclusion in various types of portfolios. Ethical issues faced by practicing security analysts and portfolio managers. 3 units.

MGMT 237. Financial Institutions Management. Dramatic changes are taking place in the financial services industry. Boundaries between industry sectors, such as investment banking, commercial banking, and insurance, are breaking down; and the marketplace is becoming increasingly global in nature. Primary objective of this course is to provide a fundamental understanding of the theory and practice of financial decision making in the financial services industry. Course will attempt to develop concepts, analytical skills, and techniques that blend theoretical and practical factors of financial institutions management. 3 units.

MGMT 260. Survey of Quality Management. Introduces the basic concepts and methods of total quality management (TQM); is suitable for all MBA students. Topics include: quality planning and leadership; quality improvement processes and tools; customer satisfaction measurement and management; human resources participation in quality management; and quality improvement activities in the procurement, design, and production of services and manufacturing processes. A field study project in quality management is an integral part of the course. 3 units.

MGMT 280. Issues in Productivity Management. To study the current state of productivity in American industry from an operations management point of view and to discuss timely issues of concern to the manager of operations systems in business, industry, services, government, for profit and nonprofit organizations. Topics, which may vary from time to time, will be selected from areas affecting productivity such as: industrial policy, adoption of technological advances, impact of economic, social and environmental policies, work design, legal decisions, safety, quality control, and others. 3 units.

MGMT 282. Business Policy. Analysis of management policies and procedures coordinating all major organizational functions. Instruction by case method: written and oral presentations. **Prerequisite:** All Foundation courses, except MGMT 209. 2 units.

MGMT 283. Supply Chain Management. Introduces the basic concepts and methods of supply chain management (SCM). Topics include: defining the supply chain, designing supply chain networks, manufacturing/logistics interfaces, supplier management, strategic alliances, SCM tools, product design for SCM, current industry initiatives. Cases and field projects. 3 units.

MGMT 284. Management of Innovation. A synthesis of specialized problems relating to the acquisition, introduction, and utilization of innovations and technological advances by managers in business, industry, government, profit or nonprofit organizations. Current research, thinking methodology dealing with the economic and social impact, sources, barriers, and transfer mechanisms of innovations and technological advances will be investigated. 3 units.

MGMT 290. Policy Formulation. Case analysis of management policies and procedures. Coordinating all major organizational functions help develop decision making and management ability at the executive level. Must be taken in last semester and only after advancement to candidacy. Not open to students enrolled under the 1994-96 and subsequent catalogs. **Prerequisite:** Advancement to candidacy. 3 units.

MGMT 294. Cooperative Education Experience in Management. In-depth supervised work experience in management for the purpose of exposing the student to comprehensive management experience in business, government, or service agencies. **Note:** Open to all classified graduate students, subject to permission of the Management Department. Units do not apply toward degree. **Prerequisite:** Minimum overall GPA of 3.0. Graded Credit/No Credit. 6-12 units.

MGMT 295A. Internship in Finance. Supervised work experience in business, governmental service, or agencies for the purpose of increasing and enhancing student understanding of the nature and scope of the organization's operations. Supervision is provided by the faculty and the cooperating agencies. Open to second year MBA and MSBA/MIS students. Petitions are obtained from Tahoe Hall 1035. **Prerequisite:** Classified graduate status; minimum CSUS GPA of 3.0 required. Graded Credit/No Credit. 3 units.

MGMT 295B. Internship in Marketing. Supervised work experience in business, governmental service, or agencies for the purpose of increasing and enhancing student understanding of the nature and scope of the organization's operations. Supervision is provided by the faculty and the cooperating agencies. Open to second year MBA and MSBA/MIS students. Petitions are obtained from Tahoe Hall 1035. **Prerequisite:** Classified graduate status; minimum CSUS GPA of 3.0 required. Graded Credit/No Credit. 3 units.

MGMT 295C. Internship in Operations Management. Supervised work experience in business, governmental service, or agencies for the purpose of increasing and enhancing student understanding of the nature and scope of the organization's operations. Supervision is provided by the faculty and the cooperating agencies. Open to second year MBA and MSBA/MIS students. Petitions are obtained from Tahoe Hall 1035. **Prerequisite:** Classified graduate status; minimum CSUS GPA of 3.0 required. Graded Credit/No Credit. 3 units.

MGMT 296. Experimental Offerings in Business. When a sufficient number of qualified students apply, a faculty member will conduct a seminar on a designated advanced topic in business. 3 units.

MGMT 299A. Special Problems in Finance. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of faculty member under whom the individual work is to be conducted in addition to the approval of the appropriate Department Chair. Petitions to be obtained from the CBA Graduate Programs Office, Tahoe Hall 1037. **Prerequisite:** Classified graduate status. 1-3 units.

MGMT 299B. Special Problems in Marketing. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of faculty member under whom the individual work is to be conducted in addition to the approval of the appropriate Department Chair. Petitions to be obtained from the CBA Graduate Programs Office, Tahoe Hall 1037. **Prerequisite:** Classified graduate status. 1-3 units.

MGMT 299C. Special Problems in Operations Management. Individual projects or directed reading for students qualified to carry on independent work. Admission requires approval of faculty member under whom the individual work is to be conducted in addition to the approval of the appropriate Department Chair. Petitions to be obtained from the CBA Graduate Programs Office, Tahoe Hall 1037. **Prerequisite:** Classified graduate status. 1-3 units.

MGMT 500A-C. Culminating Experience.

MGMT 500A. Thesis. Prerequisite: Advancement to candidacy; completion of MGMT 210. Graded Credit/No Credit. 3 units.

MGMT 500B. Project. Prerequisite: Advancement to candidacy; completion of MGMT 210. Graded Credit/No Credit. 3 units.

MGMT 500C. Comprehensive Examination. Prerequisite: Advancement to candidacy. For comprehensive examination for MBA only, completion of Program Requirements (ACCY 240, MGMT 222, MGMT 223, MGMT 234, MGMT 280, MIS 221, OBE 252). Graded Credit/No Credit. 1 unit.