

# MANAGEMENT AND HUMAN RESOURCE MANAGEMENT

College of Business Administration

**Department Chair:** TBA

**Department Office:** College of Business Administration (CBA) 321

**Telephone:** (562) 985-4753

**Faculty:** David J. Abramis, Josh A. Arnold, Jeffrey Bentley, Ming Chen, Yoonhee Choi, Philip S. Chong (Emeritus), Chailin Cummings, Kenji Klein, Sal Kukalis, Craig Macaulay, Dana Sumpter, Sabine Reddy, Jessica Robinson, Vicki M. Scherwin, Judy P. Strauss, Xuemei (Sherry) Su, Mark Washburn, Jun Yan, Mona Zanhour

**Administrative Support Coordinator:** Jessica Marie McClintock

For MBA with Specialization in Management and Human Resources Management, see Business Administration, Graduate Programs.

## Career Possibilities

Human Resource Manager • Management Trainee • Retail Manager • Buyer • Bank Manager • Credit Manager • Property Manager • Hotel Manager • Restaurant Manager • Office Manager • Project Manager • Sales Representative • Insurance Office Manager • Assessor • Industrial Traffic Manager • City Manager • Community Services Director • Logistics Planning Specialist • Manufacturing Planner • Operations Manager

(Some of these careers require additional education or experience.) Various entry-level trainee positions in business and industry are available for graduates regardless of academic discipline.

---

## Undergraduate Programs

---

### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with an undergraduate business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses, including economics and statistics, must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

All CBA majors must maintain major GPAs of 2.0 or higher. A student whose GPA in the major falls below 2.0 will be advised that they are at risk of being dismissed from the major and granted one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major

GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)

\* C or better

Prerequisite: None

ACCT 202 Managerial Accounting (3)

\* C or better

Prerequisite: ACCT 201

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Critical Thinking Course Requirements

Any critical thinking course (GE category A3); IS 100 is recommended.

3. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 4. Upper Division:

A. Take all of the following:

CBA 300 International Business (3)

Prerequisite: None

FIN 300 Business Finance (3)

Prerequisite: None

BLAW 320 Legal and Regulatory Environment of

- Business (3)  
Prerequisite: None
- IS 300 Management Information Systems (3)  
Prerequisite: IS 233 or equivalent.
- IS 301 Business Communications (3)  
Prerequisite: None
- IS 310 Business Statistics (3)  
Prerequisite: STAT 118 or MATH 114.
- HRM 360 Organizational Behavior (3)  
Prerequisite: None
- MGMT 300 Principles of Management (3)  
Prerequisite: None
- MKTG 300 Marketing (3)  
Prerequisite: None

- B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed  
MGMT 425 Business Strategy and Policy (3)  
Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.
- C. Completion of option requirements.
- 5. Elective courses to total 120 units. Students are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

### Option in Management (120 units)

This option prepares students for management of the business enterprise with attention to the need to create and maintain a desirable internal environment. Additionally, the interface of that environment with the external environment in relation to success of the enterprise is considered. Philosophical basis for the practice of management, ethical considerations and human values are stressed.

#### Requirements

1. Take the following course:  
MGMT 454 Organization Theory (3)  
Prerequisites: MGMT 300, IS 301.
2. Take 15 units selected from the following:  
MGMT 326, MGMT 405, MGMT 406, MGMT 412, MGMT 413, MGMT 421, MGMT 430, MGMT 455, MGMT 456; SCM 410, SCM 411, SCM 414; HRM 361, HRM 446; CBA 494 (A or B), CBA 485.

### Option in Operations and Supply Chain Management (120 units)

The Operations and Supply Chain Management curriculum is designed to develop student competence in the conceptual, systematic, and analytical tools required for positions in manufacturing and service-oriented industries. Emphasis is placed on business process management and transformation, analytical and decision making skills, program or project management, managing client, supplier and channel relationships, end-to-end integrated supply chain knowledge and logistics application, total quality management/performance excellence, and lean thinking.

#### Requirements

1. Take 6 units from the following:  
SCM 411 Operations Planning and Control (3)  
Prerequisites: MGMT 300, IS 301.  
SCM 414 Supply Chain Management (3)  
Prerequisites: MGMT 300, IS 301.

2. Take 12 units from the following:  
SCM 410; MGMT 412, MGMT 413, MGMT 430, MGMT 454, MGMT 455, MGMT 456.

### Option in Human Resource Management (120 units)

The objectives of this option: (1) provide students with theoretical foundations for understanding how employees are motivated to accomplish organizational goals; (2) develop skills to attract, reward, develop and retain human resources; (3) develop an understanding of the strategic, theoretical, and practical approaches to human resources management; (4) develop aspiring leaders with a strong sense of ethics and social responsibility and an awareness of how societal changes necessitate organizational change.

#### Requirements

1. Take the following course:  
HRM 361 The Human Resource Function (3)  
Prerequisite: None
2. 15 units selected from the following:  
HRM 440, HRM 445, HRM 446, HRM 458, HRM 460, HRM 462, HRM 463, HRM 465; MGMT 405.

### Minor in Human Resource Management Requirements

For Non-Business Students only (NOTE: the IS 301 prerequisite requirement is waived for the minor).

1. Take the following courses:  
HRM 360 Organizational Behavior (3)  
Prerequisite: None  
HRM 361 The Human Resource Function (3)  
Prerequisite: None
2. 12 units selected from the following:  
HRM 440, HRM 445, HRM 446, HRM 458, HRM 460, HRM 462, HRM 463, HRM 465.

### Minor in Entrepreneurship

#### Requirements

For Non-Business Students only (NOTE: the IS 301 prerequisite requirement is waived for the minor).

1. Take the following courses:  
MGMT 300 Principles of Management and Operations (3)  
Prerequisite: None.  
MGMT 421 Entrepreneurship & New Venture Creation (3)  
Prerequisites: MGMT 300.
2. 9 units selected from:  
ACCT 201; BLAW 320; CBA 300; FIN 300, FIN 340; HRM 360, HRM 361; IS 233, IS 300, IS 340, IS 355, IS 380, IS 445, IS 483, IS 484; MKTG 300, MKTG 310, MKTG 330, MKTG 410, MKTG 430, MKTG 465, MKTG 480, MKTG 490, MKTG 492, MKTG 495; MGMT 495 (two topics) as approved by the Management area of the Management/HRM Department.

Students may not take more than two elective courses from any one prefix category.

---

## Graduate Program

---

### Master of Science in Supply Chain Management

Refer to the College of Business Administration section of this *Catalog* for information on the Master of Science in Supply Chain Management .

---

#### Management Courses (MGMT)

---

##### UPPER DIVISION

#### 300. Principles of Management and Operations (3)

Recommended: IS 310.

Principles and theories of management, organization theory, planning and control techniques. Management of the overall organization and the production/operation systems of organizations.

Letter grade only (A-F).

#### 326. Management and Society (3)

Issues of concern to business managers in dealing with the social environment. Business responsibility to stockholders, employees, customers, the government, and society. Issues including profits, consumerism, product safety, pollution, government regulation, and social accountability.

Letter grade only (A-F).

#### 405. International and Comparative Management (3)

Prerequisites: MGMT 300, CBA 300, IS 301.

Functions of management in international business; comparative management studies, and the impact of the environment on management performance.

Letter grade only (A-F).

#### 406. International Business Policy (3)

Prerequisites: MGMT 300, CBA 300, IS 301.

Developing multinational strategies and policies. International economics, economic development, international marketing, international finance, multinational planning, organization, and control. International transactions, economic and political integration, the competitiveness of countries, relations with host societies, and country studies.

Letter grade only (A-F). Case studies and research projects.

#### 412. Production Control (3)

Prerequisites: MGMT 300, IS 301.

Scheduling, controlling, and evaluating manufacturing activities at the shop-floor level. Shop order release, dispatching, priority control, queue management, and input/output monitoring using MRP II software. Job sequencing and scheduling, just-in-time production, Kanban control, and optimized-production-technology (OPT). Use of software and simulations.

Letter grade only (A-F).

#### 413. Managing Quality for Productivity (3)

Prerequisites: MGMT 300, IS 301; Recommended: IS 310.

Relationship between productivity and quality. Examination of the quality-assurance function, statistical quality control, and lot inspection. Relationship between productivity improvement, product quality, and manufacturing strategy.

Letter grade only (A-F).

#### 421. Entrepreneurship and New Venture Creation (3)

Prerequisites: MGMT 300, IS 301.

Starting a new business. Being an entrepreneur in a free enterprise environment or an entrepreneur in an existing organization. Use of state-of-the-art theory to plan and evaluate business startups. Testing ideas with successful entrepreneurs and creating individual business plans.

Letter grade only (A-F).

#### 425. Business Strategy and Policy (3)

Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.

Integration and application of knowledge theories and techniques derived from the study of business disciplines. Use of the case method and business simulations to formulate business strategies and plans. Written reports required.

Letter grade only (A-F).

#### 430. Project Management (3)

Prerequisites: MGMT 300, IS 301.

Selection of project ideas and implementation of projects. Roles of team member and project manager. Project planning and organization. Budgeting, scheduling, monitoring and controlling, including computerized network models and project management software packages. Final project analysis and termination.

Letter grade only (A-F).

#### 454. Organization Theory (3)

Prerequisites: MGMT 300, IS 301.

Design and adaptation of organizations. Development of tools for analysis and design. Exploration of organizational structure. The organization as a system of authority, a political system, and an information and coordination device. Cases and computer simulations.

Letter grade only (A-F).

#### 455. Managerial Decision Making Processes (3)

Prerequisites: MGMT 300, IS 301.

Incorporates both quantitative and psychological aspects of decision making for management problems. Includes topics such as decision making with multiple objectives, decision tree, risk management, game theory, utility theory, prospect theory, simulation, and responses to performance feedback.

Letter grade only (A-F).

#### 456. Service Management (3)

Prerequisites: MGMT 300, IS 301.

Introduce the concepts of service, the role that services play in the economies, service strategies, service design and operation, and various quantitative models for service management and improvement.

Letter grade only (A-F).

#### 495. Selected Topics in Management (1-3)

Prerequisites: GPA of 3.0 in Management courses, consent of instructor, IS 301.

Topics and issues of critical importance to management. Development of critical thinking, writing, and speaking skills.

Letter grade only (A-F). May be repeated to a maximum of 6 units. Topics announced in *Schedule of Classes*.

#### 497. Directed Studies (1-3)

Prerequisite: IS 301 and consent of instructor.

Individual projects, research, and study of advanced nature in management.

Letter grade only (A-F).

---

## Human Resource Management Courses (HRM)

---

### 360. Organizational Behavior (3)

Overview of the dynamics of human behavior in organizations and implications for management. Motivation, personality and attitudes, human perception, groups and teams, norms, power and politics, conflict, learning, communication, job design, organizational culture, organizational change, leadership and cross-cultural issues.

Letter grade only (A-F).

### 361. The Human Resource Function (3)

Overview of human resource functions designed to attract, motivate, develop and retain employees. Planning, job analysis, recruitment, selection, placement, appraisal, compensation and benefit administration, training and development, communications, labor management relations and the international environment. Discussion, cases and student presentations.

Letter grade only (A-F).

### 440. Collective Bargaining (3)

Prerequisites: HRM 361, IS 301.

Roles of management, labor and government in structuring work environments. Nature of the process of negotiation and conflict resolution in organizations.

Letter grade only (A-F).

### 445. Compensation Administration (3)

Prerequisites: HRM 361, IS 301.

Compensation and benefits management as an integrating human resource management process. Development and administration of equitable compensation and benefit programs. Job analysis and evaluation, pay structures, salary surveys, individual compensation, incentive, systems and benefits administration. Discussion, cases and simulations.

Letter grade only (A-F).

### 446. Leadership and Motivation in Organizations (3)

Prerequisites: HRM 360, IS 301.

Determinants of effective leadership and successful methods of motivating employees to achieve organizational goals. Identification of appropriate styles of leadership and methods for developing and applying leadership skills. Case studies, research, and simulation exercises.

Letter grade only (A-F).

### 458. Managing Culture and Diversity (3)

Prerequisites: HRM 360 or HRM 361; IS 301.

Impact of diversity, culture, and ethnic origin on the work experience. Interaction of language, gender, race, tradition, education, economic structure, and organizational philosophy to create a set of rules for acceptable behaviors in complex organizations. Open dialogue, debate, outside research and group presentations.

Letter grade only (A-F).

### 460. Current Issues in Human Resource Management (3)

Prerequisites: HRM 360 or HRM 361; IS 301.

Current and emerging issues concerning the management and development of people and organizations. Motivation, leadership, job performance, hiring, compensation, planning, selection, staffing, training, performance appraisal, careers, and quality of work life. Discussion, projects, and outside research.

Letter grade only (A-F).

### 462. Labor-Management Relations (3)

Prerequisite: IS 301.

Principles and practices influencing labor-management relationships. Development, aims, structure, and functions of labor and employer organizations; collective bargaining process; labor law and governmental intervention; impasse resolution; unions and minorities; employee organizations in government and professional sectors; comparative international systems.

Letter grade only (A-F).

### 463. Organizational Training and Development (3)

Prerequisite: HRM 360 or HRM 361; IS 301.

Review of the field of training and development, including learning theory, training needs assessment, design and delivery of training and development programs, evaluation, and program management. Career development and organizational development. Case studies, research, simulation exercises, and student presentations.

Letter grade only (A-F).

### 465. Staffing and Performance Management (3)

Prerequisites: HRM 361, IS 301.

Theories and techniques guiding personnel selection and appraisal processes. Determining staffing needs, conducting job analyses, writing job descriptions, developing recruitment strategies, affirmative action plans, and designing resumes. Designing effective appraisal systems and conducting productive performance appraisals. Cases and simulations.

Letter grade only (A-F).

### 497. Directed Studies (1-3)

Prerequisites: IS 301, consent of instructor and Department Chair, and 3.0 GPA or higher in human resource management courses.

Individual projects, study and research of advanced nature in human resources management.

Letter grade only (A-F).

---

## Supply Chain Management Courses (SCM)

---

### 410. Logistics Management (3)

Prerequisites: MGMT 300, IS 301.

The management of materials into, within and out of an organization, including location planning, procurement, inventory control, transportation, warehousing, packaging and materials handling and order management. Focus is on the analytical and managerial methods essential for an integrated logistics system.

Letter grade only (A-F). Not open for credit to students with credit in MGMT 410.

### 411. Operations Planning and Control (3)

Prerequisites: MGMT 300, IS 301.

Strategic principles and tactical practices related to operations planning. Topics include process selection, facilities layout, work systems design, inventory management, aggregate planning, master scheduling, MRP and ERP, scheduling and JIT production activity.

Letter grade only (A-F). Not open for credit to students with credit in MGMT 411.

### 414. Supply Chain Management (3)

Prerequisites: MGMT 300, IS 301.

Management of value creation and the dynamic interaction of companies within a supply chain. Topics include supply chain drivers and performance, network planning, inventory positioning, supply chain coordination, and information sharing. Contemporary practices are discussed.

Letter grade only (A-F). Not open for credit to students with credit in MGMT 414.