

# Department of Management

McCoy Hall 524

T: 512.245.2571 F: 512.245.2850

[www.mgt.mccoy.txstate.edu](http://www.mgt.mccoy.txstate.edu)

## DEGREE PROGRAMS OFFERED

Bachelor of Business Administration (BBA), major in Management

Bachelor of Business Administration (BBA), major in Management  
(Entrepreneurial Studies Concentration)

Bachelor of Business Administration (BBA), major in Management  
(Human Resources Management Concentration)

Bachelor of Business Administration (BBA), major in Management  
(Teacher Certification)

The mission of the Department of Management is to educate students to function and grow in a dynamic business world. To accomplish this mission, faculty combine effective teaching with scholarship and professional service. Faculty strive for quality in all department course offerings and undertakings to help prepare students for leadership and service in private and public organizations.

The Management program prepares students for challenging careers in a variety of business and governmental organizations, as well as secondary education. Management majors typically pursue careers in human resource management, industrial relations, production management, hospital administration, office management, and sales management. The concentration in Entrepreneurial Studies is designed for students who wish to start, operate, or expand their own businesses or family-owned businesses. It consists of 12 hours of undergraduate coursework including: MGT 3360, 3361, 4350, and 4351. The concentration in Human Resource Management is designed to prepare students for careers in human resource management. It consists of 12 hours of undergraduate coursework, including MGT 4373 and 9 additional hours of restricted advanced business electives. The coursework for both concentrations may be accommodated within the 120 hours required in the undergraduate business curriculum. More information is available in the McCoy College Academic Advising Center. Students choosing teacher certification pursue careers as secondary education teachers or in the private sector.

planning curriculum in the development and presentation of a comprehensive personal financial plan. Prerequisites: FIN 3335, FIN 4325. Prerequisite/Corequisite: ACC 4328.

4331 International Finance. (3-0) A study of international finance principles and their application in a multinational financial management setting. Prerequisites: ECO 3311; FIN 3313, 3316. (MC)

4340 Commercial Bank Management. (3-0) Examines a variety of aspects of managing a commercial bank. Provides students with a conceptual framework for determining the effects of various decisions and environmental factors on a commercial bank's operations. Issues addressed include bank regulations, asset and liability management, analyzing bank performance, and capital management. Prerequisite: FIN 3313, FIN 3316.

4380 Special Topics in Finance. (3-0) Selected topics in Finance. Repeatable for credit with different emphasis. Prerequisites: FIN 3313 and 3316.

4380A Advance Capital Budgeting. (3-0) A study of capital budgeting techniques, analyses (including risk), and strategies, and their implementation in capital assets investment. Prerequisite: FIN 3313 and FIN 3316.

4380F New Venture Finance. (3-0) An advanced study of methodologies to value financial investments; including but not limited to capital expenditures, commercial real estate, public companies, private companies, and start-up companies. Additional studies will include cost of capital, capital structure and funding sources and alternatives. Prerequisite: FIN 3313, FIN 3316.

4380G Financial Modeling and Equity Analysis. (3-0) This course reviews and extends students' ability to perform financial statement analysis and forecasting. The focus of the course is on producing objective, theory-based company valuation research. Students will choose and defend inputs for qualitative analysis, and discover the importance of qualitative factors in firm value and performance. Prerequisites: FIN 3312, FIN 3313, and FIN 3318.

4390 Internship in Finance. (0-10) Integration of professional and academic experience through an internship with an external employer. Prerequisites: Open to Finance majors only, students must have completed at least nine hours of major courses, enrollment subject to availability and approval, credit awarded as pass/fail or grade at departmental election.

4395 Independent Study in Finance. (3-0) An in-depth study of a single topic or related problem solved through finance research. May be repeated once for credit with different emphasis. Prerequisite: Consent of instructor and department chair. (WI)

**Bachelor of Business Administration (BBA)**  
**Major in Management**  
 Minimum required: 120 semester hours

**General Requirements:**

1. MGT advanced electives may be chosen from any 3000-4000 level MGT courses not required for the major (excluding any ELADV course).
2. The advanced electives in business may be chosen from any 3000-4000 level business courses not required for the major.

Freshman Year - 1st Semester		Freshman Year - 2nd Semester		Sophomore Year - 1st Semester		Sophomore Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
ENG 1310	3	ENG 1320	3	ACC 2361	3	ACC 2362	3
POSI 2310	3	HIST 1310 (WI at Texas State)	3	ECO 2314	3	ECO 2315	3
MATH 1329	3	PHIL 1320 (WI)	3	ENG 2310, 2320, 2330, 2340, 2359, or 2360	3	BLAW 2361	3
Natural Science Component	3-4	Natural Science Component	4	HIST 1320 (WI at Texas State)	3	POSI 2320	3
Physical Fitness & Wellness (PFW)	1	Physical Fitness & Wellness (PFW)	1	QNST 2333	3	COMM 1310	3
US 1100	1	CIS 1323 (Can test out for a fee)	3				
<b>Total</b>	<b>14-15</b>	<b>Total</b>	<b>17</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>

Junior Year - 1st Semester		Junior Year - 2nd Semester		Senior Year - 1st Semester		Senior Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
Free Electives	6	Business, Advanced Elective	3	Business, Advanced Electives	6	Business, Advanced Elective	3
MGT 3303	3	CIS 3380	3	MGT 4330	3	Free Electives	1-2
MKT 3343	3	Free Elective	3	MGT 4373	3	MGT Advanced Electives	6
MGT 3353 (WI at Texas State)	3	FIN 3312	3	MGT 4375	3	MGT 4335 (WI at Texas State) (Capstone)	3
		ART, DAN, MU, or TH 2313	3				
<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>13-14</b>

**Bachelor of Business Administration (BBA)**  
**Major in Management (Entrepreneurial Studies Concentration)**  
 Minimum required: 120 semester hours

**General Requirement:**

- The advanced electives in business may be chosen from any 3000-4000 level business courses not required for the major.

Freshman Year - 1st Semester		Freshman Year - 2nd Semester		Sophomore Year - 1st Semester		Sophomore Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
ENG 1310	3	ENG 1320	3	ACC 2361	3	ACC 2362	3
POSI 2310	3	HIST 1310 (WI at Texas State)	3	ECO 2314	3	ECO 2315	3
MATH 1329	3	PHIL 1320 (WI)	3	ENG 2310, 2320, 2330, 2340, 2359, or 2360	3	BLAW 2361	3
Natural Science Component	3-4	Natural Science Component	4	HIST 1320 (WI at Texas State)	3	POSI 2320	3
Physical Fitness & Wellness (PFW)	1	Physical Fitness & Wellness (PFW)	1	QMST 2333	3	COMM 1310	3
US 1100	1	CIS 1323 (Can test out for a fee)	3				
<b>Total</b>	<b>14-15</b>	<b>Total</b>	<b>17</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>

Junior Year - 1st Semester		Junior Year - 2nd Semester		Senior Year - 1st Semester		Senior Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
Free Elective	3	Business, Advanced Elective	3	MGT 4350	3	MGT 4351 (WI at Texas State)	3
MGT 3303	3	CIS 3380	3	Free Elective	3	Business, Advanced Elective	3
MKT 3343	3	FIN 3312	3	MGT 4330	3	Free Electives	4-5
MGT 3353 (WI at Texas State)	3	ART, DAN, MU, or TH 2313	3	MGT 4373	3	MGT 4335 (WI at Texas State) (Capstone)	3
MGT 3360	3	MGT 3361	3	MGT 4375	3		
<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>13-14</b>

**Bachelor of Business Administration (BBA)**  
**Major in Management (Human Resource Management Concentration)**  
 Minimum required: 120 semester hours

**General Requirements:**

- The restricted advanced electives may be chosen from MGT 4377, 4378, 4379, 4380, 4395, or BLAW 3367.
- The advanced electives in business may be chosen from any 3000-4000 level business courses not required for the major.

Freshman Year - 1st Semester		Freshman Year - 2nd Semester		Sophomore Year - 1st Semester		Sophomore Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
ENG 1310	3	ENG 1320	3	ACC 2361	3	ACC 2362	3
POSI 2310	3	HIST 1310 (WI at Texas State)	3	ECO 2314	3	ECO 2315	3
MATH 1329	3	PHIL 1320 (WI)	3	ENG 2310, 2320, 2330, 2340, 2359, or 2360	3	BLAW 2361	3
Natural Science Component	3-4	Natural Science Component	4	HIST 1320 (WI at Texas State)	3	POSI 2320	3
Physical Fitness & Wellness (PFW)	1	Physical Fitness & Wellness (PFW)	1	QMST 2333	3	COMM 1310	3
US 1100	1	CIS 1323 (Can test out for a fee)	3				
<b>Total</b>	<b>14-15</b>	<b>Total</b>	<b>17</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>

Junior Year - 1st Semester		Junior Year - 2nd Semester		Senior Year - 1st Semester		Senior Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
Free Elective	3	CIS 3380	3	MGT 4330	3	Restricted Advanced Business Elective	3
MGT 3303	3	FIN 3312	3	Restricted Advanced Business Elective	6	Advanced Business Elective	3
MKT 3343	3	MGT 4373	3	Advanced Business Elective	3	Free Electives	4-5
MGT 3353 (WI at Texas State)	3	MGT 4375	3	Free Elective	3	MGT 4335 (WI at Texas State) (Capstone)	3
ART, DAN, MU, or TH 2313	3	Advanced Business Elective	3				
<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>13-14</b>

**Bachelor of Business Administration (BBA)**  
**Major in Management (Teacher Certification)**  
 Minimum required: 127 semester hours

**General Requirements:**

1. Although depicted as a class to be taken in the 2nd semester of the senior year, EDST 4681, Student Teaching, must be taken as the only class during a student's last semester.
2. Restricted Advanced Business Elective – ACC 3313, BLAW 3363, BLAW 3367, CIS 3390, ECO 3311, FIN 3313, MGT 3362, MGT 4370, **MGT 4372**, MGT 4378, MGT 4379, MGT 4380, MGT 4390E, MGT 4390J (Students should choose course in consultation with academic advisor).

Freshman Year - 1st Semester		Freshman Year - 2nd Semester		Sophomore Year - 1st Semester		Sophomore Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
ENG 1310	3	ENG 1320	3	ACC 2361	3	ACC 2362	3
POSI 2310	3	HIST 1310 (WI at Texas State)	3	ECO 2314	3	ECO 2315	3
MATH 1329	3	ART, DAN, MU, or TH 2313	3	ENG 2310, 2320, 2330, 2340,		BLAW 2361	3
Natural Science Component	3-4	Natural Science Component	4	2359, or 2360	3	POSI 2320	3
Physical Fitness & Wellness (PFW)	1	Physical Fitness & Wellness (PFW)	1	HIST 1320 (WI at Texas State)	3	QMST 2333	3
US 1100	1	CIS 1323 (Can test out for a fee)	3	COMM 1310	3		
				PHIL 1320 (WI at Texas State)	3		
<b>Total</b>	<b>14-15</b>	<b>Total</b>	<b>17</b>	<b>Total</b>	<b>18</b>	<b>Total</b>	<b>15</b>

Junior Year - 1st Semester		Junior Year - 2nd Semester		Senior Year - 1st Semester		Senior Year - 2nd Semester	
Course	Hr	Course	Hr	Course	Hr	Course	Hr
CIS 3380	3	CI 4332, 3325	6	RDG 3323	3	EDST 4681 (Student Teaching)*	6
MGT 3353 (WI at Texas State)	3	FIN 3325	3	CI 4343	3	MGT 3360	3
MGT 3303	3	MGT 3375, MGT 4390G, MKT		CI 4370	3	MGT 4371	3
MKT 3343	3	4310, or ECO 3317	3	Restricted Advanced Business		MGT 4335 (WI at Texas State) (Capstone)	3
FIN 3312	3	MGT 4373	3	Elective	3		
		MGT 4375	3	MGT 4330 or QMST 3334	3		
<b>Total</b>	<b>15</b>	<b>Total</b>	<b>18</b>	<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>

\*Although depicted as a class to be taken in this semester, EDST 4681 (Student Teaching) must be taken as the only class for a student's last semester.

## Courses in Management (MGT)

- 3303 Management of Organizations. (3-0) A study of management functions in modern organizations, the internal and external environmental factors affecting organizational efficiency, and the application of quantitative and behavioral science to management study.
- 3353 Business Communication. (3-0) An introduction to the uses of communication in modern organizations. Provides students the opportunity to gain practice in making decisions involving selection and organization of communication content, in choosing an appropriate medium for presentation of information, and developing an effective writing style. Includes the study of the theory of business communication, including communication models, general semantics, and causes of miscommunication. Prerequisites: ENG 1310, 1320; COMM 1310. (WI)
- 3360 Studies in Entrepreneurship. (3-0) Students gain personal insights into entrepreneurship as entrepreneurs describe their contributions, reveal the sources of ideas, and discover ways of growth and success. Includes starting and managing businesses as well as ownership forms, sources of funds, location analysis, facility requirements, management, marketing, and feasibility plans. Prerequisites: Junior or senior classification.
- 3361 Small Business Operations and Financials. (3-0) **This course is a study of funding and financial concepts necessary to effectively operate a successful small business. Students will use software programs to maintain working capital and a complete set of books related to running businesses. Prerequisite or co-requisite: MGT 3360 Prerequisites: ACC 2361 and ACC 2362.**
- 3362 Issues in Family Business. (3-0) Issues affecting the management of family businesses. Topics include the uniqueness of family business, family culture, building competitive advantage, marketing, building trust and commitment, family communication, family business governance, non-family management roles, succession and estate planning, change and adaptation, and the future of family business. Prerequisites: MGT 3303, junior standing.
- 3365 Communication Systems. (3-0) Office information and decision support systems are examined as critical elements in business data and information systems. Emphasis is given to information processing considerations at the systems level, including analysis and management of support activities such as data and records management, electronic filing and retrieval systems, word processing, micro and reprographics, and telecommunications. Includes discussions of current and future technological trends. Prerequisite: MGT 3303. (WI)
- 3375 International Business. (3-0) International business perspectives underlying different business functions. Concepts, processes, and philosophical bases for international operations in selected global markets are emphasized with culture and global dynamic environment as the basis. A project is required. Prerequisites: MGT 3303. (MC)
- 4315 Business Principles, Issues and Trends. (3-0) This course is a review of the fundamentals of business administration as applied to contemporary business problems. Also, a discussion of current business issues and trends. Open to students seeking certification only.
- 4330 Production and Operations Management. (3-0) A study of the various aspects of managing production and operations management functions in manufacturing and service organizations. Methods necessary for analyzing and solving related problems to design, operations, and improvements of the systems that create products and/or services in a global supply chain environment are investigated and emphasized. Prerequisites: MGT 3303; QMST 2333 or IE 3330 or TECH 3364.
- 4335 Strategic Management and Business Policy. (3-0) An integrative course in strategic management and business policy that utilizes the case method of instruction. A capstone course involving the analysis of business through the application of principles of accounting, communications, economics, finance, management, marketing, quantitative methods, and related disciplines. Prerequisites: MGT 3303; MKT 3343; FIN 3312; QMST 2333. Capstone course and open only to seniors in business. (WI)
- 4340 Quality Management and Beyond. (3-0) A conceptual and practical overview of the role of quality as a system for establishing a "world class" competitive position. It explores philosophies and ideas of the leading thinkers in quality management, impact of process improvement methods, quality requirements definition and organizational change as it applies to total quality initiatives. Prerequisites: QMST 2333 or consent of professor. MGT 4330 is recommended. (WI)
- 4350 Business Plan Development. (3-0) Students work in teams to select, create, and write solid business plans for proposed or real businesses. Prerequisite: MGT 3361. (WI)
- 4351 Applied Entrepreneurship. (3-0) Students design, staff, operate, and manage a business or service. Business teams develop financial and operational control systems and procedures for organizational, group, and individual performance evaluations, implement service and business projects, and provide a final public report. Prerequisite: MGT 4350.
- 4370 Business Ethics. (3-0) **This course examines a variety of ethical issues in business from the point of view of practicing manager and corporate leaders. This course is designed to enhance moral awareness and facilitate individual development with respect to making ethical decisions that contribute to effective corporate management and leadership. Prerequisite: PHIL 1320; MGT 3303.**
- 4371 Social Issues in Management. (3-0) An integration of a number of disciplines and value systems which affect and determine the proper role of business in satisfying the needs of customers, creditors, community, government, stockholders, managers, employees, suppliers, and society in general. Prerequisite: MGT 3303.
- 4372 Effective Leadership. (3-0) **This course facilitates the development of leadership capabilities and addresses the complexities, paradoxes, and challenges of leadership. Through self-assessments, readings, lectures, and assignments students gain an appreciation of effective leadership approaches and are provided with opportunities to practice new leadership behaviors. Prerequisites: Junior standing and MGT 3303.**
- 4373 Human Resource Management. (3-0) A study of the principles of human resource management in public and private institutions. Stresses the human resource aspects of recruitment, selection and placement, performance appraisal and

- compensation. Prerequisite: MGT 3303.
- 4375 Organizational Behavior and Human Relations. (3-0) A study of the role of the individual in formal organizations, group dynamics, motivation theory, communication and leadership. Integrates behavioral science concepts. Prerequisite: MGT 3303.
- 4377 Labor Relations and Collective Bargaining. (3-0) A study of unions and their impact on private and public employment. Examines union growth and governance, collective bargaining, contract negotiation and administration, and arbitration and mediation. Prerequisite: MGT 4373. (WI)
- 4378 Training and Development. (3-0) This course is designed to develop theoretical and applied perspective on needs assessment, design, development, delivery and evaluation of training and development in organizational contexts. Prerequisites: MGT 4373.
- 4379 Organizational Staffing. (3-0) A study of current theory and practice in the process of selecting the right employees for positions within the organization, including HR planning, EEO, job analysis, recruitment, and selection procedures. Prerequisite: MGT 4373.
- 4380 Compensation Management. (3-0) A study of the compensation administration in public and private organizations, with stress on the determinants of general wage levels; job analysis and evaluation; incentive, merit, seniority, and executive compensation; fringe benefits, and wage and salary control. Prerequisite: MGT 4373.
- 4390 Special Topics in Management. (3-0) A course based on emerging and major topics in Management. Emphasis will vary and include entrepreneurship, organizational change, organizational communications, management of behavior and strategic management from both an organizational and managerial perspective. Course may be repeated with a different emphasis. Prerequisite: MGT 3303. (WI)
- 4390A Advanced Business Communication. (3-0) An advanced study of the uses of business communication in modern organizations. Students gain experience in making decisions involving selection and organization of communication content, and in choosing an appropriate medium for presentation of information. Emphasis is placed on gaining proficiency in various business communication processes. Prerequisite: MGT 3303 and MGT 3353. (WI)
- 4390B Management of the Digital Enterprise. (3-0) A study of management in the digital age. Course will look at the impact of digital communications and the new economy on traditional and e-commerce businesses. Topics will include changes in both strategic management as well as functional management (marketing, operations, finance, HR, etc.) Prerequisite: MGT 3303. (WI)
- 4390E Management of New Product Development. (3-0) Identifies the requirements and benefits of effective and efficient new product development. Topics include best practices of new-product development management, managing the new product process from idea generation, evaluation and selection; business case development; validation and verification testing; and product launch; and product portfolio management. Prerequisites: MGT 3303.
- 4390G Cross-Cultural Human Relations. (3-0) This course is designed to develop theoretical and applied perspectives on cross-cultural human relations within a variety of international business contexts. Prerequisites: Junior standing and MGT 3303.
- 4390J Organizational Change. (3-0) Presents an overview of the change process and stresses the key issues involved in reengineering and renewing organizations. Problems dealing with stress and conflict during major change will be explored, along with practical ideas on building effective teams to make change possible and sustainable. Prerequisites: MGT 3303, junior standing.
- 4390K Business Creativity and Innovation. (3-0) Focuses on the importance of creativity and innovation to business organizations. Topics include the generation of creative ideas, transformation of ideas into commercially viable products/services, legal protection of new products/services, and environmental factors contributing to innovation success. Course objectives are met primarily through classroom discussion and exercises. Prerequisites: MGT 3303.
- 4390L Managing Projects. (3-0) Intensive coverage of management in a wide range of project application from concept through operations. Planning, scheduling, controlling, economic analysis, quality control and customer satisfaction. Prerequisite: MGT 4330.
- 4390M Integrative Field Project. (3-0) Students work directly with entrepreneurs to research projects and recommend solutions. May involve providing business development assistance to entrepreneurs. Students may work individually or in teams. Projects results are summarized in a comprehensive written report and a formal oral presentation. Prerequisites: MGT 3303; Permission of the instructor and Chair. (WI)
- 4390N Management Thought: Past, Present, and Future. (3-0) This course examines how management thought has developed over time. It discusses how changing political, social, economic, and technological forces have challenged managers to respond in new ways. Significant management ideas will be examined in their contexts to better understand how to successfully manage for the future. Prerequisite: MGT 3303.
- 4390O Leadership Development: Business as Unusual. (3-0) This course is a directed study and practical application of the principles of "Business as Unusual". Students will develop leadership skills for the experience economy through an intensive, highly interactive class format. Students will be paired with upper-level business professionals for one-on-one coaching and mentoring.
- 4392 Human Resource Management Internship. (0-3) This course integrates professional and academic experience through internship with an external employer. Restrictions: Management majors with human resource management concentration only; enrollment subject to availability and approval; credit- pass/fail or grade at departmental election. Prerequisites: MGT 4373, Permission of Instructor.
- 4395 Management Internship. (0-15) Integration of professional and academic experience through internship with an external employer. Prerequisites: Junior or senior classification, enrollment subject to availability and approval, credit is pass/fail or grade at department election.
- 4399 Independent Study in Management. (3-0) Directed research