DEPARTMENT OF MANAGEMENT

McCoy Hall Room 524
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www.mgt.mccoy.txstate.edu (http://www.mgt.mccoy.txstate.edu)

The mission of the Department of Management is to educate our students to become successful managers and leaders in a dynamic business world. To accomplish this mission, we balance effective teaching with scholarly activities and our professional service contributions. 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. The concentration in Human Resource Management is designed to prepare students for careers in human resource management. Both concentrations consist of 12 hours of undergraduate coursework that 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.

Bachelor of Business Administration (B.B.A.)


Information about graduate programs can be found in the Graduate Catalog (http://mycatalog.txstate.edu/previouscatalogs/2015-2016/graduate).

Courses in Management (MGT)

MGT 3303. Management of Organizations.
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.
Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
about Management of Organizations

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, ENG 1320; COMM 1310. (WI).
Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Lab Required|Writing Intensive
about Business Communication

MGT 3360. Studies in Entrepreneurship.
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.
Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
about Studies in Entrepreneurship

MGT 3361. Small Business Operations and Financials.
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: ACC 2361 or ACC 2301. Co-requisite: MGT 3360.
Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
about Small Business Operations and Financials

MGT 3362. Issues in Family Business.
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, nonfamily management roles, succession and estate planning, change and adaptation, and the future of family business. Prerequisite: MGT 3361.
Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
about Issues in Family Business
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).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Writing Intensive
Grade Mode: Standard Letter
about Communication Systems

MGT 3375. International Business.
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. Prerequisite: MGT 3303. (WI).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Multicultural Content|Writing Intensive
Grade Mode: Standard Letter
about International Business

This course is designed to enhance critical professional skills including the uses of communication in modern organizations, verbal and written communication, interviewing, networking, organizational politics, teamwork, and understanding the role of ethics in these areas. It introduces theories of business communication including communication models, general semantics, and causes of miscommunication. Prerequisites: ENG 1310, ENG 1320; COMM 1310. (WI).
4 Credit Hours. 3 Lecture Contact Hours. 1 Lab Contact Hour.
Course Attribute(s): Exclude from 3-peat Processing|Lab Required|Writing Intensive
Grade Mode: Standard Letter
about Business Communication and Professional Development

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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Business Principles, Issues and Trends

MGT 4330. Operations Management.
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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Operations Management

MGT 4335. Strategic Management and Business Policy.
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).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Writing Intensive
Grade Mode: Standard Letter
about Strategic Management and Business Policy

MGT 4340. Quality Management and Beyond.
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).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Writing Intensive
Grade Mode: Standard Letter
about Quality Management and Beyond

MGT 4350. Business Plan Development.
Students work in teams to select, create, and write solid business plans for proposed or real businesses. Prerequisite: MGT 3361. (WI).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Writing Intensive
Grade Mode: Standard Letter
about Business Plan Development

MGT 4351. Applied Entrepreneurship.
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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Writing Intensive
Grade Mode: Standard Letter
about Applied Entrepreneurship
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. Prerequisites: PHIL 1320; MGT 3303.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Business Ethics

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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Business, Government, and Society

MGT 4372. Effective Leadership.
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. Prerequisite: MGT 3303.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Effective Leadership

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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Human Resource Management

MGT 4374. Organizational Behavior and Human Relations.
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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Organizational Behavior and Human Relations

MGT 4377. Labor Relations and Collective Bargaining.
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).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Writing Intensive
Grade Mode: Standard Letter
about Labor Relations and Collective Bargaining

MGT 4378. Training and Development.
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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Training and Development

MGT 4379. Organizational Staffing.
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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Organizational Staffing

MGT 4380. Compensation Management.
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.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
about Compensation Management

MGT 4390A. Advanced Business Communication.
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).
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing Topics Writing Intensive
Grade Mode: Standard Letter
about Advanced Business Communication
MGT 4390B. Management of the Digital Enterprise.
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. (W). about Management of the Digital Enterprise

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Management of the Digital Enterprise

MGT 4390E. Management of New Product Development.
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.

about Management of New Product Development

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Management of New Product Development

MGT 4390G. Cross-Cultural Human Relations.
This course is designed to develop theoretical and applied perspectives on cross-cultural human relations within a variety of international business contexts. Prerequisite: MGT 3303.

about Cross-Cultural Human Relations

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Cross-Cultural Human Relations

MGT 4390J. Organizational Change.
This course 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. Prerequisite: MGT 3303.

about Organizational Change

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Organizational Change

MGT 4390K. Business Creativity and Innovation.
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. Prerequisite: MGT 3303.

about Business Creativity and Innovation

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Business Creativity and Innovation

MGT 4390L. Managing Projects.
Intensive coverage of management in a wide range of project applications from concept through operations. Planning, scheduling, controlling, economic analysis, quality control and customer satisfaction. Prerequisite: MGT 4330.

about Managing Projects

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Managing Projects

MGT 4390M. Integrative Field Project.
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. Project results are summarized in a comprehensive written report and a formal oral presentation. Permission of the Instructor and Chair is required. (W).

about Integrative Field Project

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Integrative Field Project

MGT 4390N. Management Thought: Past, Present, and Future.
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.

about Management Thought: Past, Present, and Future

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Topics
Grade Mode: Standard Letter
about Management Thought: Past, Present, and Future

MGT 4390O. Leadership Development: Business as Unusual.
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.

about Leadership Development: Business as Unusual

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Leadership Development: Business as Unusual

MGT 4390P. Coaching and Mentoring Practicum.
This course is a directed, practical application of extant leadership theories and principles. Students will further develop their leadership skills through intensive experiential activities.

about Coaching and Mentoring Practicum

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter
about Coaching and Mentoring Practicum
MGT 4390Q. Introduction to Business in a Global Environment.
The course introduces the modern business enterprise with an
emphasis on the interdependence of the business functions in a global
environment. Topics include the cross border impacts of culture, politics,
and law on trade, investment, marketing, management, and accounting
and financial systems. Restricted to BBA students.

Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.

MGT 4390R. Transformative Leadership for Nonprofits (NPs) and Non-
Governmental Organizations (NGOs).
This course provides a practical and strategic understanding of the
legal, management and marketing challenges facing nonprofit and
non-governmental organizations and the transformative leadership
required to guide them as they attempt to do something positive for
people, society and/or the environment beyond or between the roles of
government and business.

Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.

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.

Grade Mode: Standard Letter

3 Credit Hours. 0 Lecture Contact Hours. 3 Lab Contact Hours.

MGT 4393. Entrepreneurial Internship.
The internship class provides integration of prior professional and
academic experience through an entrepreneurial internship with an
external employer. Prerequisite: MGT 3360. Restricted to Management
majors with entrepreneurship concentration only; enrollment
subject to availability and approval. Departmental approval
required.

Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.

MGT 4395. Management Internship.
This course provides an integration of professional and academic
experience through internship with an external employer. Enrollment
subject to availability and approval, credit is pass/fail or grade at
departmental election.

Grade Mode: Standard Letter

3 Credit Hours. 0 Lecture Contact Hours. 15 Lab Contact Hours.

MGT 4399. Independent Study in Management.
Directed research and extensive written assignment(s) on a selected
topic related to student’s area of interest. Work may consist of literature
reviews, integration of literature, or other appropriate independent
research, and/or practical application of research. May be repeated once
with different emphasis for credit. Prerequisite: Consent of Instructor and
Chair.

Grade Mode: Standard Letter

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.

Aroian, Mihran A, Lecturer, Management, M.B.A., University of Texas at
Austin

Bell, James D, Professor, Management, Ph.D., The Univ of Akron Main
Campus

Biemer, David J, Lecturer, Management, Ph.D., University of North Texas

Cameron, David B, Lecturer, Management, M.B.A., Texas State University

Clark, Roger Merle, Lecturer, Management, M.B.A., Texas A&M University

D’Amelio, Michael J, Lecturer, Management, J.D., Arizona State University

Davis, Robert Alexander, Professor, Management, Ph.D., University of
South Carolina Columbia

Dietert, Judy G, Senior Lecturer, Management, M.B.A., Texas State
University

Eixmann, Yvonne, Lecturer, Management, Ph.D., Texas A&M University

Evans, Mark William, Lecturer, Management, M.S., Texas A&M University

Fregger, Bradley, Lecturer, Management, M.A., San Jose State University

Gould, Albert Noel, Lecturer, Management, J.D., Univ of California-
Berkeley

Guererro, Elizabeth R, Lecturer, Management, M.B.A., Texas State
University

Gunter, Matari Jones, Lecturer, Management, Ph.D., Our Lady of the Lake
University

Hall, Christopher E, Lecturer, Management, Ed.D., University of Southern
California

Helm, Kathy G, Lecturer, Management, M.Ed., University of Texas at
Austin

Herring, Lawrence H, Senior Lecturer, Management, M.B.A., Texas State
University

Hoffman, Tina Marie, Lecturer, Management, M.B.A., Texas State
University

Jones, Andrew M, Lecturer, Management, Ph.D., Univ of Wisconsin-
Madison

Kacmar, Karen Michele, Professor - Endowed Chair, Management, Ph.D.,
Texas A&M University
Department of Management

Keeffe, Michael J, Associate Professor, Management, Ph.D., Univ of Arkansas Main Campus

Kirby, Eric, Professor, Management, Ph.D., University of Kentucky

Kirby, Susan L, Professor, Management, Ph.D., University of Kentucky

Konopaske, Arthur R, Associate Professor, Management, Ph.D., University of Houston

Lopez, Sarah Nicole, Lecturer, Management, M.B.A., Texas State University

Lund, Yogesh Daulat, Lecturer, Management, M.B.A., University of Michigan-Ann Arbor

Middlebrook, Bill J, Professor Emeritus, Management, Ph.D., University of North Texas

Miller, Brian Keith, Associate Professor, Management, Ph.D., University of Houston

Minifie, Jana Roberta, Professor, Management, Ph.D., Univ of South Carolina Columbia

Moore, Christina Johanna, Lecturer, Management, M.S., St. Mary's University

Morgan, Byron L, Lecturer, Management, Ph.D., Texas State University

Moser, Jennifer Lynne, Lecturer, Management, M.B.A., Texas State University

Nicols, Kay McGlashan, Associate Professor, Management, Ph.D., Texas A&M University

Obdyke, Louis, Lecturer, Management, J.D., Washburn University

Payne, Eugene E, Assistant Dean, McCoy College of Business Administration and Associate Professor, Management, Ph.D., Univ of Oklahoma Norman Campus

Quinn, Floyd F, Lecturer, Management, Ph.D., Texas State University

Ramachandran, Indu, Assistant Professor, Management, Ph.D., Univ of Texas at San Antonio

Rechner, Paula L, Chair - Professor, Management, Ph.D., Indiana University Bloomington

Robinson, Brian W, Lecturer, Management, M.A., Texas State University

Rose, Dennis V, Lecturer, Management, M.B.A., St. Edward's University

Ross, John K, Associate Professor Emeritus, Management, Ph.D., University of North Texas

Rougeux, Natalie Connors, Lecturer, Management, J.D., University of Texas at Austin

Smart, Dennis L, Associate Professor, Management, Ph.D., Texas A&M University

Spaeth, Mary Shepard, Lecturer, Management, Ph.D., Univ of the West of Scotland

Temponi, Cecilia C, Professor, Management, Ph.D., University of Texas at Arlington

Wiley, Emily Rose, Lecturer, Management, M.B.A., Texas State University

Zigrossi, Christopher J, Lecturer, Management, M.B.A., University of Phoenix

Zigrossi, Sam J, Lecturer, Management, M.B.A., Golden Gate University