

# MANAGEMENT

## Undergraduate Program Information

The Department of Management invites you to consider a **Management Major** in one of the three concentrations: (1) [Human Resource Management](#), (2) [Project and Supply Chain Management](#), or (3) [Small Business Management and Entrepreneurship](#). The study of management offers the opportunity to develop skills in utilizing human, physical and economic resources to achieve organizational objectives. These are important cross-functional skills in today's competitive job market. Do you like to work with people? Need help solving people problems at work? Hope to start your own business? Want to run an environmental project, or a bank, a store, a farm or a government agency? Are you interested in how people from diverse backgrounds work together to achieve common goals? If you answered yes to any of these questions, you should consider a major in management. The mission of the department is to prepare graduates, with a Bachelor of Business Administration, for management careers in a broad spectrum of New Mexico, national and globally oriented businesses. Management graduates work in small and large agricultural, manufacturing, government, transportation, public utility, merchandising, health care, environmental and communications organizations among others.

The **General Business Major** is based on a broad range of College of Business course options rather than a narrow focus on a single discipline. With a Bachelor of Business Administration, General Business graduates find careers in large and small businesses, in government agencies and in the nonprofit sector. The general business major is well suited to the part-time or full-time working student. The degree path allows students to select courses that will better meet their individual schedule. The [Entrepreneurship Concentration](#) is ideal for a student interested in starting or acquiring a small business or entering a family business upon graduation. The curriculum provides a focus on small and new enterprises, thus reflecting the entrepreneurial nature of local or global contemporary businesses.

## Degrees for the Department

### Bachelor Degree(s)

- General Business (Entrepreneurship) - Bachelor of Business Administration (<https://catalogs.nmsu.edu/nmsu/business/management/general-business-entrepreneurship-bachelor-business-administration/>)
- General Business - Bachelor of Business Administration (<https://catalogs.nmsu.edu/nmsu/business/management/general-business-bachelor-business-administration/>)
- General Business - Bachelor of Business Administration (Online) (<https://catalogs.nmsu.edu/global/nmsu-global/general-business-bba-online/>)
- Management (Human Resource Management) - Bachelor of Business Administration (<https://catalogs.nmsu.edu/nmsu/business/management/management-human-resource-mgmt-bachelor-business-administration/>)
- Management (Project & Supply Chain Management) - Bachelor of Business Administration (<https://catalogs.nmsu.edu/nmsu/business/management/management-project-supply-chain-mgmt-bachelor-business-administration/>)
- Management (Small Business Management & Entrepreneurship) - Bachelor of Business Administration (<https://catalogs.nmsu.edu/>)

[nmsu/business/management/management-small-bus-mgmt-entrepreneurship-bachelor-business-administration/](https://catalogs.nmsu.edu/nmsu/business/management/management-small-bus-mgmt-entrepreneurship-bachelor-business-administration/))

### Doctoral Degree(s)

- Business Administration (Management) - Doctor of Philosophy (<https://catalogs.nmsu.edu/nmsu/graduate-school/business-administration-management-doctor-philosophy/>)

## Minors for the Department

- Management - Undergraduate Minor (<https://catalogs.nmsu.edu/nmsu/business/management/management-undergraduate-minor/>)

### Carol Flinchbaugh, Ph.D., Department Head

**Professors** Bishop, Flinchbaugh **Associate Professors** Franklin, Scott, Shen **Assistant Professor** Pimentel; **College Assistant Professor** Ortiz, Rodriguez-Borbon, Villa

J. Bishop, Ph.D. (Virginia Polytechnic Institute and State University) - Organizational Behavior, Research Methods; C. Flinchbaugh, Ph.D. (University of Kansas) - Human Resource Management, Organizational Behavior; R. Franklin, Ph.D. (Oklahoma State University) - Entrepreneurship, Organizational Behavior; L. Ortiz, Ph.D. (University of Texas-Pan American) - Human Resource Management, Small Business Management; V. Pimentel, Ph.D. (Washington State University) - Operations Management; Supply Chain Management; I. Rodriguez-Borbon, Ph.D. (New Mexico State University) - Operations Management; Supply Chain Management; Z. Shen, Ph.D. (Case Western Reserve University) - Business Information Systems, Organizational Behavior; R. Scott, Ph.D. (University of North Texas) - Operations Management; Supply Chain Management.

## Management Courses

### MGMT 2110. Principles of Management

#### 3 Credits (3)

An introduction to the basic theory of management including the functions of planning, organizing, staffing, leading, and controlling; while considering management's ethical and social responsibilities.

#### Learning Outcomes

1. Explain the major functions of management including planning, organizing, communications, controlling, motivating, leading, and staffing.
2. Recognize major developments in the history of management thought.
3. Describe the basic managerial processes including decision-making and other key skills necessary for managers to perform their roles.
4. Identify an organization's stakeholders and the importance of social and ethical responsibility of managers.
5. Explain the formulation and implementation of strategic planning, including the relationship between goals, plans, vision statements, and mission statements.
6. Describe the strategies managers use to help organizations adapt to changing internal and external environments.
7. Explain organizational change, forces for change, sources of resistance to change, and the techniques managers can use to implement and facilitate change.

### MGMT 309. Human Behavior in Organizations

#### 3 Credits (3)

Interpersonal and organizational behavior, motivation, communication, team building, leadership, diversity management, legal and ethical issues, and politics in organizations.

**Learning Outcomes**

1. Analyze behavior of people at work in all types of organizations.
2. Understand what influences human motivation, communication, team relationships.
3. Understand how human interactions in an organization influence employee and organizational performance.

**MGMT 310V. Entrepreneurial Mindset**

**3 Credits (3)**

This course provides the opportunity to learn to think like an entrepreneur in the broader context of social entrepreneurship, intrapreneurship, creative problem solving, opportunity recognition, and innovation.

**MGMT 331. BUSINESS CREATION AND VALUE**

**3 Credits (3)**

**MGMT 332. Human Resources Management**

**3 Credits (3)**

Survey course in human resources management. Includes recruitment, selection, equal employment opportunity, performance appraisal, training, compensation, safety, and union-management relations.

**MGMT 333. Training and Development**

**3 Credits (3)**

Training and development of human resources, including training needs assessment, training approaches and techniques, and evaluation of training effectiveness.

**MGMT 335V. Business and Government**

**3 Credits (3)**

Crosslisted with: ECON 335G

**MGMT 344. Production and Operations Management**

**3 Credits (3)**

Management of physical and human resources; management information systems in operations; applications in various organizations.

**Prerequisite:** MATH 1350G or A ST 311; and BCIS 338 or BCIS 350.

**MGMT 345V. Quality and Competitiveness: An International Perspective**

**3 Credits (3)**

Quality management and competitiveness are studied in manufacturing, services, and the public sector with an international perspective.

Topics include: global history of quality, foreign competition and its impact on quality and productivity, quality management and continuous improvement, international operations management, quality assessment, and a review of the emergence of quality and competitiveness in government, education and health care. May be repeated up to 3 credits.

**Learning Outcomes**

1. Developing critical thinking skills through challenging material and assignments.
2. Foster intelligent inquiry through assignments, participative lectures, team projects.
3. Develop an integration and synthesis of knowledge through applications to case studies and individual assignments.
4. Promote a breadth of knowledge on international developments in quality and competitiveness with a holistic view of quality and its impact on businesses, organizations, nations and individuals.

**MGMT 347. Management Functions and Processes**

**3 Credits (3)**

Planning, organizing, directing, and controlling operating units in an organization. Applications to a variety of types of organizations.

**MGMT 351. Supply Chain Management**

**3 Credits (3)**

Acquisition and control and delivery of materials, parts, equipment, and services for end use in the organization. Applications to service and manufacturing industries, nonprofit, and governmental institutions.

**MGMT 361. Small Business Management**

**3 Credits (3)**

Principles and practice of managing a small enterprise with emphasis on growth and performance.

**MGMT 388V. Leadership and Ethics**

**3 Credits (3)**

Exploration of the multifaceted nature of leadership and principal-based ethics in modern society through readings and seminar discussion. May be repeated up to 3 credits.

**MGMT 391. Management Internship and Cooperative Education I**

**1,3 Credits**

Application of management skills to the work environment. Open only to students majoring or minoring in management. The amount of academic credit (1-3 cr.) will be determined by the academic experience and not by the work experience. May be repeated up to 3 credits.

**Prerequisite:** MGMT 309.

**Learning Outcomes**

1. Student learning outcomes will vary for each student.

**MGMT 448. Small Business Consulting**

**3 Credits (3)**

Study analysis and presentation of recommendations for solving significant problems confronting small businesses.

**Prerequisite(s):** Senior standing or consent of instructor.

**MGMT 449. Strategic Management**

**3 Credits (3)**

Integrative approach to envisioning the future and shaping strategies for business success.

**Prerequisite(s):** BCIS 338 or BCIS 350; BLAW 316; BFIN 341; MGMT 309; MKTG 303; and one of the following: MGMT 344 or MGMT 470 or BCIS 485.

**MGMT 451. Selection, Placement, and Performance Evaluation**

**3 Credits (3)**

Staffing processes for organizations and the evaluation of employee performance. Use of selection methods and measurement of work behavior.

**MGMT 458. Comparative International Management**

**3 Credits (3)**

Cultural influences on management are examined in a global business environment with a particular emphasis on human behavior in multinational organizations and the management of human resources. Same as I B 458.

**MGMT 460. Compensation Management**

**3 Credits (3)**

An overview of wage and salary administration, including job evaluation, wage and salary surveys, program administration, legal aspects of pay systems, and benefits administration.

**Prerequisite(s):** MGMT 332 or consent of instructor.

**MGMT 461. Entrepreneurial Decision Making**

**3 Credits (3)**

Explore the fundamentals of lean startup methodologies and customer discovery in this hands-on course. Students will learn to develop and test business ideas using the Lean Canvas, conduct effective customer interviews, and apply continuous feedback to iterate on their concepts.

By the end of the course, students will be equipped to make strategic decisions and validate their business models with real-world insights. Crosslisted with: MKTG 461.

**Prerequisite:** Students in final year or consent of instructor.

**Learning Outcomes**

1. Explore the fundamentals of lean startup methodologies.
2. Develop skills to conduct effective customer interviews and apply continuous feedback in concept development.
3. Possess competency to make strategic decisions and validate business models with real-world insight.
4. Learn to develop and test business ideas through customer discovery.

**MGMT 465. Contemporary Issues in Human Resources Management  
3 Credits (3)**

Integrative course in human resources management, emphasizing the application of advanced concepts to complex personnel cases.

**Prerequisite:** MGMT 332.

**MGMT 470. Project Management in Organizations  
3 Credits (3)**

Roles, responsibilities, and techniques of project managers in managing projects effectively. Preparation for professional certification.

**MGMT 490. Selected Topics  
1-18 Credits (1-18)**

Seminars in selected current topics in the various areas of management and administration. Prerequisites vary according to the seminar being offered.

**MGMT 491. Management Internship and Cooperative Education II  
1-3 Credits**

Covers the application of management skills to the work environment. The amount of academic credit (1-3 cr.) will be determined by the academic experience and not be the work experience. May be repeated for a maximum of 3 credits. Restricted to majors and minors.

**Prerequisite:** MGMT 309 and consent of instructor.

**MGMT 498. Independent Study  
1-3 Credits**

Individual studies directed by consenting faculty with the prior approval of the department head. A maximum of 3 credits may be earned.

**Prerequisites:** junior or above standing and consent of instructor.

**MGMT 502. Operations Management  
3 Credits (3)**

Systems and specialized models applied to the management of production facilities and service operations, including physical and human resources.

**Prerequisite(s):** Graduate students only.

**MGMT 503. Organizational Behavior and Management Processes  
3 Credits (3)**

Covers the theory and practice related to the successful management of human resources in organizations operating within a dynamic global environment. Course goals include developing alternative frameworks for analyzing issues related to human behavior, management science, and organizational structure and theory.

**Prerequisite:** graduate students only.

**MGMT 512. Quantitative Analysis for Business Decisions  
3 Credits (3)**

Identification, collection, and analysis of an organization's data both internal and external, and use of the resultant information in managerial decision making.

**Prerequisite:** graduate students only.

**MGMT 548. Small Business Consulting  
3 Credits (3)**

Study, analysis, and presentation of recommendations for solving significant problems confronting small businesses. Same as MGMT 448 with differentiated assignments for graduate students.

**Prerequisite(s):** Graduate standing.

**MGMT 590. Strategic Management  
3 Credits (3)**

Covers the integration of functional, human, technological, and environmental aspects of business within the framework of management policy and strategy formulation. Formulate, implement, evaluate and control the various functions of the organization from a systems perspective. Understand the external environment and its impact on the organization. Restricted to majors.

**Prerequisite:** M.B.A. student in his or her final semester.

**MGMT 591. Seminar in Entrepreneurship  
3 Credits (3)**

For students interested in owning and operating their own business; students desiring hands-on, real-time experience in helping start up a business. Same as MGT 461 with differentiated assignments for graduate students. Crosslisted with: MKTG 591.

**Prerequisite(s):** Graduate standing.

**MGMT 598. Special Research Programs  
1-3 Credits**

Individual investigations either analytical or experimental. A maximum of 6 credits may be earned.

**Prerequisite:** consent of instructor.

**MGMT 600. Doctoral Research  
1-15 Credits (1-15)**

This course number is used for assigning credit for research performed prior to successful completion of the doctoral qualifying examination. Restricted to management majors. May be repeated up to 88 credits.

**MGMT 601. Research in Management  
1 Credit (1)**

Ph.D. course provides opportunities for significant interaction between Management faculty and Management Ph.D. students. The course also provides opportunities for development of professional scholarly standards, ethics, and critiques, as well as insight into current research areas and topics supported by the Management Department and other relevant disciplinary areas. May be repeated for a maximum of 6 credits. Restricted to Ph.D. students. Graded S/U.

**MGMT 645. Seminar in Human Resources Management  
3 Credits (3)**

Seminar will address current issues in human resources management. Focus on research related to the selection, development, and effective use of human resources. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 650. Seminar in Organizational Behavior  
3 Credits (3)**

Seminar will include specific organizational behavior topics; motivation, leadership, group and inter-group relations, and attitude theory. Focus on current research and theory. Restricted to doctoral students. May be repeated up to 3 credits.

**Learning Outcomes**

1. Varies

**MGMT 655. Seminar in Organizational Systems and Theory  
3 Credits (3)**

Analysis of organizations from a macro perspective. Topics include organizational theory, organizational design, organizational environment, and sociotechnical systems. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 660. Research Design and Methodology**

**3 Credits (3)**

Topics will include philosophy of science, theory building, and research methods applicable to the study of organizational behavior. Restricted to doctoral students. May be repeated up to 3 credits.

**Learning Outcomes**

1. Varies

**MGMT 661. Qualitative Research Methods**

**3 Credits (3)**

In-depth coverage of selected topics in research methodology, including theory and logic of scientific investigation, grounded theory, action research, and ethnomethodology. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 670. Seminar in Operations Management**

**3 Credits (3)**

Seminar examines the major problem areas, research findings, and research methodologies of operations management. Focus on the critical evaluation of current theory and methodology. Restricted to Doctoral students. May be repeated up to 3 credits.

**MGMT 675. Seminar in Strategic Management**

**3 Credits (3)**

Survey of current and classical readings in strategy. Introduces the doctoral level student to strategic issues, strategic topics for research, and publication venues. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 685. Story Consulting to Organizations**

**3 Credits (3)**

Apply various qualitative story and narrative research methods (plot analysis, script analysis, life history, and restoring) to action research consulting project. Students will conduct story assessment and (propose or enact) intervention with a local consenting organization. Restricted to doctoral students.

**MGMT 690. Special Topics**

**3 Credits (3)**

Seminars in selected current topics in the various areas of management. May be repeated for unlimited credit. Restricted to doctoral students.

**Prerequisite(s):** Vary according to seminar being offered.

**MGMT 698. Special Topics**

**1-3 Credits**

**Prerequisite:** consent of instructor.

**MGMT 700. Doctoral Dissertation**

**1-15 Credits (1-15)**

May be repeated up to 88 credits.

**Prerequisite:** advancement to candidacy.

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