**MBA FOR PROFESSIONALS-EVENING (MGMP)**

**MGMP 500 - PMBA LAUNCH**  
Short Title: PMBA LAUNCH  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Intensive Learning Experience  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: The Rice MBA Program Launch is composed of a rigorous one week experience intended to help acclimate students to the Jones School Culture, as well as the rapid pace of a top-tier graduate business program. At the end of Launch, students will be better prepared academically, professionally, administratively, and culturally to reap the full benefits of the MBA experience. The Rice MBA Program Launch is a mandatory activity for all incoming students.

**MGMP 501 - FINANCIAL ACCOUNTING**  
Short Title: FINANCIAL ACCOUNTING  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 3  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: Introduction to the preparation, analysis, and use of corporate financial reports. Covers the basic techniques of financial reporting analysis from the perspective of managers as well as external users of information such as investors. Required for MBA.

**MGMP 502 - MANAGERIAL ACCOUNTING**  
Short Title: MANAGERIAL ACCOUNTING  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: Introduction to the use of financial and cost information by managers in budgeting, resource allocation, pricing, quality control, and other contexts to help managers set goals and monitor and evaluate performance.

**MGMP 510 - ORGANIZATIONAL BEHAVIOR**  
Short Title: ORGANIZATIONAL BEHAVIOR  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: Study of the many factors, which influence how individuals, groups, and teams behave and function in complex organizations and how they can be effectively managed.

**MGMP 511 - ORGANIZATIONAL CHANGE**  
Short Title: ORGANIZATIONAL CHANGE  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Intensive Learning Experience  
Credit Hours: 0.75  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: Emphasizes understanding what constitutes effective organizational designs, considers both the macro designing initiatives and the micro execution of those initiatives.

**MGMP 540 - MANAGERIAL ECONOMICS**  
Short Title: MANAGERIAL ECONOMICS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 3  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: We study production and pricing decisions under different assumptions about firm market power. Emphasis is placed on understanding the relevant costs in firm decision-making. Examples are used from marketing and accounting areas. Required for MBA.

**MGMP 543 - FINANCE**  
Short Title: FINANCE  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: Introduction to the theory and practice of corporate finance, with emphasis on topics such as valuation, capital budgeting, risk and return, and capital structure.

**MGMP 560 - CORPORATE SOCIAL RESPONSIBILITY**  
Short Title: CORP SOCIAL RESPONSIBILITY  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Intensive Learning Experience  
Credit Hours: 0.75  
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: An exploration of the necessary ethical and legal basis of managerial decision making and the positive social and environmental contributions of the business firm.
MGMP 570 - COMPETITIVE STRATEGY
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Systematic examination of models and techniques used to analyze a competitive situation within an industry from a strategic perspective. Examines the roles of key players in competitive situations and the fundamentals of analytical and fact-oriented strategic reasoning. Examples of applied competitive and industry analysis are emphasized. Required for MBA.

MGMP 571 - STRATEGY FORMULATION AND IMPLEMENTATION
Short Title: STRATEGY FORMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course focuses on formulating and implementing effective organizational strategy, including competitive positioning, core competencies and competitive advantage, cooperative arrangements, and tools for implementation.

MGMP 574 - OPERATIONS MANAGEMENT
Short Title: OPERATIONS MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the principles of production management and process improvement.

MGMP 580 - MARKETING
Short Title: MARKETING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: In this practically oriented, theoretically grounded course, students learn core marketing concepts through the completion of integrative case studies and interactive class discussion. Specifically, students learn how to apply strategies and tactics related to assessing market fundamentals as well as developing and implementing marketing strategy (e.g. developing a quantitative forecast to support a new product launch decision, preparing a pricing/cost analysis to support a distribution channel partnership decision).

MGMP 594 - STRATEGIC BUSINESS COMMUNICATION I
Short Title: STRAT BUSINESS COMMUNICATION I
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the strategy and practice of business presentations. Includes frequent oral presentations (both individual and team) and feedback.

MGMP 595 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increase role for data analysis as an aid to business decision-making. This course exposes the student to most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covers the following topics: sampling, descriptive statistics, probability distributions, and regression analysis. Required for MBA.

MGMP 596 - STRATEGIC BUSINESS COMMUNICATION II
Short Title: STRATEGIC BUSINESS COMM II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Continued instruction in the core strategic business communication skills that were introduced during Strategic Business Communication I. In addition to a mandatory writing workshop, students will have the opportunity to select other communication topics, based on individual needs and interest.
MGMP 597 - INTEGRATIVE COMPETITIVE EXERCISE ILE
Short Title: ILE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course is designed with two major objectives in mind. First, is to thoroughly understand, and be able to competently apply, those statistical methods typically used in the analysis of business data. Secondly, is to affect how you think about problems. If data can help you resolve a business problem, this course should enable you to: structure the problem in a way that facilitates its analysis; specify the data that needs to be analyzed; decide on the statistical technique(s) most appropriate for analyzing the data; apply the technique correctly; and, insightfully interpret the results in terms of their implications for the original problem.

MGMP 600 - EDUCATION LEADERSHIP INDEPENDENT STUDY
Short Title: EDUCATION LEADERSHIP IND STUDY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Independent Study
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMP 601 - USING FINANCIAL STATEMENTS TO EVALUATE FIRM PERFORMANCE
Short Title: USING FINANCIAL STATEMENTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB AMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course is designed to develop basic skills in financial statement analysis with special emphasis on understanding, organizing and summarizing financial data for decision making purposes related to valuation. The course focuses on financial and accounting analysis which consists of documenting and understanding a firm’s profitability relative to past performance and comparable firms. Ratio analysis, accounting quality, and earnings management are the focal points of this portion of the course. Mutually Exclusive: Cannot register for MGMP 601 if student has credit for BUSI 401.

MGMP 602 - ACCOUNTING-BASED VALUATION
Short Title: ACCOUNTING-BASED VALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB AMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMP 601 (may be taken concurrently)
Description: This course covers two major topics: 1) forecasting financial statements based on a complete historical analysis of the firm; 2) deriving firm value under a variety of approaches including discounted cash flows (DCF) and residual operating income valuation (ROPI). Mutually Exclusive: Cannot register for MGMP 602 if student has credit for BUSI 401.

MGMP 603 - FEDERAL TAXATION
Short Title: FEDERAL TAXATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Graduate or Graduate Quadmester level students may not enroll.
Course Level: Graduate
Description: Taxes affect most business decisions in the industrialized world. This course provides the body of tax knowledge that corporate executives and professionals need as a part of basic business decision making. The course is designed for those with no formal tax background and for those whose tax work is dated or has not included a focus on business entities. The course emphasizes corporate tax matters and questions to consider in choosing a business entity. Class members should be tax literate at the end of the course.

MGMP 626 - FINANCING THE STARTUP VENTURE
Short Title: FINANCING THE STARTUP VENTURE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB AMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The goal of this course is to provide students with an overview of financing options for startups. The course covers crowdfunding, angel investors, accelerators, and the venture capital industry; the organization and operation of venture capital funds; investment methodology; monitoring and portfolio liquidation.
MGMP 627 - ENTERPRISE EXCHANGE
Short Title: ENTERPRISE EXCHANGE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMP 651 - FIXED INCOME MANAGEMENT
Short Title: FIXED INCOME MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course provides an in-depth analysis of the concepts that are most often encountered in the market for fixed income securities. The goals of the course are twofold: (i) to illustrate the fundamental concepts that are commonly used for analyzing fixed income instruments; (ii) to investigate how the fundamental concepts are related to the institutional structures that are most often encountered in practice. The course will focus on topics that are most likely to have practical relevance for students once they graduate. The goals are accomplished via a combination of case studies, lectures, problem sets (to be handed in). Some of the topics that will be covered include term structure of interest rate, duration-based analysis, inverse floater, corporate bond markets, mortgage-backed securities. Repeatable for Credit.

MGMP 655 - REAL ESTATE FINANCE
Short Title: REAL ESTATE FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course has two major objectives: First, this course provides an overview of topics related to real estate finance. Specifically, this course provides a detailed description of the Discounted Cash Flow (DCF) model applied to real estate. The DCF model is the main financial decision tool used in the real estate industry and we use it extensively in this course. In addition, this course also describes the connection between financial markets and real estate. A large part of this course is devoted to the study of public traded securities that have their cash flows tied to real property cash flows, such as commercial mortgage-backed securities and REITs. Second, this course is the first elective related to real estate in a series available to Rice MBA students, and hence it briefly overviews basic concepts commonly used in the Real Estate Industry. Repeatable for Credit.

MGMP 677 - SPECIAL TOPICS
Short Title: SPECIAL TOPICS
Department: Management
Grade Mode: Standard Letter
Course Type: Internship/Practicum, Laboratory, Lecture, Seminar, Independent Study
Credit Hours: 1-4
Restrictions: Enrollment is limited to Graduate or Visiting Graduate level students.
Course Level: Graduate
Description: Topics and credit hours vary each semester. Contact department for current semester's topic(s). Repeatable for Credit.

MGMP 684 - BRAND STRATEGY
Short Title: BRAND STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Brand Management is an elective class that addresses important branding decisions faced by an organization. Its basic objectives are: 1) to provide students with a complete understanding of the consumer and of how consumers develop brand attitudes and behaviors; 2) to increase understanding of the important issues in planning and evaluating brand strategies; and 3) to provide a forum for students to apply branding strategies in a variety of domains. Particular emphasis is placed in the course on understanding psychological principles at the consumer or customer level that will improve managerial decision-making with respect to brands. One aim of the course is to make these concepts relevant for any type of organization (public or private, large or small, etc).

MGMP 689 - DECISION MODELS
Short Title: DECISION MODELS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Successful management requires the ability to recognize a decision situation, understand its essential features, and make a choice. However, many of these situations - particularly those involving uncertainty and/or complex interactions - may be too difficult to grasp intuitively, and the stakes may be too high to learn by experience. This course introduces spreadsheet modeling, simulation, decision analysis and optimization to represent and analyze such complex problems. The skills learned in this course are applicable in almost all aspects of business and should be helpful in future courses. The course is divided into two parts. In the first part, we discuss the use of decision trees for structuring decision problems under uncertainty. In the second part of the course, we discuss Monte Carlo simulation, a technique for simulating complex, uncertain systems. Throughout the course, we will use Microsoft Excel as a modeling environment, using add-in programs as necessary. Familiarity with Excel is an important prerequisite for this course. Repeatable for Credit.
MGMP 700 - REEP SUMMER INSTITUTE: EDUCATION ENTREPRENEURSHIP
Short Title: EDUCATION ENTREPRENEURSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments. Department Permission Required.

MGMP 701 - COMMUNICATION I ILE
Short Title: COMMUNICATION I ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Internal and Interpersonal Communications Students discuss and practice effective ways to communicate both to groups within and organization and one-on-one. Content includes analyzing pitfalls of hierarchical communication; listening skills; productive vs. unproductive feedback; etc. Repeatable for Credit.

MGMP 703 - CORPORATE RESPONSIBILITY II
Short Title: CORPORATE RESPONSIBILITY II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This ILE expands on the topics of the first ILE with three learning objectives in mind: 1. Heightened moral imagination defined as the ability to recognize ethical dilemmas / moral problems in business situations. 2. Increased skill at analyzing those dilemmas / problems in terms of economic outcomes, legal requirement, and moral duties through use of ethical decision-making frameworks. 3. Increased skill at ethical leadership as an executive / manager in presenting your moral point of view to others in order to best develop and maintain an ethical climate / culture in all our organizations, communities, and societies. Repeatable for Credit.

MGMP 704 - COMMUNICATION II ILE
Short Title: COMMUNICATION II ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Crisis Communications Students discuss and practice the methodology of managing crisis in business settings. Both proactive and reactive actions are reviewed; historic examples of both good and bad communication in a crisis are studied. Guest lecturer will discuss crisis communications. Repeatable for Credit.

MGMP 707 - COMMUNICATIONS ILE
Short Title: COMMUNICATIONS ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Intercultural Communications Students focus on understanding how to conduct business in cultures different from their own. Content includes cultural and emotional intelligence; cross-cultural exercises; and ways to approach and learn about foreign culture and its related business practices.

MGMP 708 - LEADERSHIP ILE
Short Title: LEADERSHIP ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The purpose of this course is to teach you some skills and give you some hands on practice around leading others in group settings. The course will focus on Fundamental Leadership Skills: Influence and Vision; Fundamental Leadership Skills: Leading a Key Decision; Fundamental Leadership Skills: Interpretive Leading under Crisis; Putting it Together: Climbing Mt. Everest.

MGMP 709 - NEGOTIATIONS ILE
Short Title: NEGOTIATIONS ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Managers and professionals cannot be successful without possessing effective negotiation skills and strategies. The purpose of this ILE is to help one understand the processes of negotiation in a variety of settings. The ILE will cover a broad spectrum of negotiation problems faced by managers and professionals. This ILE helps students develop negotiation skills by tackling a series important topics central to effective negotiation.

MGMP 789 - GLOBAL FIELD EXPERIENCE
Short Title: GLOBAL FIELD EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments. Department Permission Required.
MGMP 798 - STRATEGIC MANAGEMENT SIMULATION
Short Title: STRATEGIC MGMT SIMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This core course uses a capstone business strategy simulation conducted in close proximity to the required formulation/implementation course. Student teams operate simulated companies in a highly competitive industry. Emphasis is placed on integrating strategy, financial control, operational excellence, and team building. Teams make presentations at the end of the course.

MGMP 799 - CAPSTONE CONSULTING PROJECT
Short Title: CAPSTONE CONSULTING PROJECT
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The PMBA Capstone course is a comprehensive, real-world strategic planning course with a unique twist to challenge student teams – they will work with a non-corporate, Houston-based, community organization. Students will apply all of the disciplines (strategy, finance, marketing, organizational behavior, etc.) that they have learned in the program to thoroughly assess the organization's current situation and develop a strategy, detailed functional design, business case, and implementation plan for the senior executives and board of directors at these organizations.