## MBA FOR PROFESSIONALS-EVENING (MGMP)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Short Title</th>
<th>Department</th>
<th>Grade Mode</th>
<th>Course Type</th>
<th>Credit Hours</th>
<th>Restrictions</th>
<th>Course Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMP 500</td>
<td>PMBA LAUNCH</td>
<td>PMBA LAUNCH</td>
<td>Management</td>
<td>Management</td>
<td>Intensive Learning</td>
<td>1.5</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>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.</td>
</tr>
<tr>
<td>MGMP 501</td>
<td>FINANCIAL ACCOUNTING</td>
<td>FINANCIAL ACCOUNTING</td>
<td>Management</td>
<td>Management</td>
<td>Lecture</td>
<td>3</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>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.</td>
</tr>
<tr>
<td>MGMP 502</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>Management</td>
<td>Management</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>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.</td>
</tr>
<tr>
<td>MGMP 510</td>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>Management</td>
<td>Management</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>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.</td>
</tr>
<tr>
<td>MGMP 511</td>
<td>ORGANIZATIONAL CHANGE</td>
<td>ORGANIZATIONAL CHANGE</td>
<td>Management</td>
<td>Management</td>
<td>Intensive Learning</td>
<td>0.75</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>Emphasizes understanding what constitutes effective organizational designs, considers both the macro designing initiatives and the micro execution of those initiatives.</td>
</tr>
<tr>
<td>MGMP 540</td>
<td>MANAGERIAL ECONOMICS</td>
<td>MANAGERIAL ECONOMICS</td>
<td>Management</td>
<td>Management</td>
<td>Lecture</td>
<td>3</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>Managerial economics deals with the application of microeconomic concepts for managerial decision making. The course covers market determination of prices, the impact of government interventions in markets, demand analysis and company pricing and output decisions to maximize profit, the short- and long-run profitability of companies under different market structures, game theory and strategic decision making, and the role of incentives in an organization.</td>
</tr>
<tr>
<td>MGMP 543</td>
<td>FINANCE</td>
<td>FINANCE</td>
<td>Management</td>
<td>Management</td>
<td>Lecture</td>
<td>3</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>Introduction to the theory and practice of corporate finance, with emphasis on topics such as valuation, capital budgeting, risk and return, and capital structure.</td>
</tr>
<tr>
<td>MGMP 560</td>
<td>CORPORATE SOCIAL RESPONSIBILITY</td>
<td>CORP SOCIAL RESPONSIBILITY</td>
<td>Management</td>
<td>Management</td>
<td>Intensive Learning</td>
<td>0.75</td>
<td>Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>An exploration of the necessary ethical and legal basis of managerial decision making and the positive social and environmental contributions of the business firm.</td>
</tr>
</tbody>
</table>
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 usage of American-style business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.

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 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 WMBA 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 WMBA 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 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 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 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 STRATEGY CONSULTING LAB
Short Title: CAPSTONE STRAT. CONSULTING LAB
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: In the PMBA Capstone Strategy Consulting Lab students provide comprehensive, real-world strategic planning for small businesses and not-for-profit organizations. Students assess the company's/non-profit's current situation to recommend strategic and functional improvements. Students detail designs for the recommendations, make the business case, and provide the implementation roadmap to the senior executives and board of directors. Students have the option to develop a full strategic and business plan for a not-for-profit organization they intend to launch.