### MBA FOR PROFESSIONALS-EVENING (MGMP)

<table>
<thead>
<tr>
<th>Course Code</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>
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<tbody>
<tr>
<td>MGMP 500</td>
<td>PMBA LAUNCH</td>
<td>Management</td>
<td>Satisfactory/Unsatisfactory</td>
<td>Intensive Learning Experience</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>
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<tr>
<td>MGMP 501</td>
<td>FINANCIAL ACCOUNTING</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>3</td>
<td>Enrollment limited to students in the MBA, PMBA, WMBA 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>
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<tr>
<td>MGMP 502</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>Management</td>
<td>Standard Letter</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 theory and practice of corporate finance, with emphasis on topics such as valuation, capital budgeting, risk and return, and capital structure.</td>
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<tr>
<td>MGMP 510</td>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the MBA, PMBA, WMBA 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>
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<tr>
<td>MGMP 511</td>
<td>ORGANIZATIONAL CHANGE</td>
<td>Management</td>
<td>Satisfactory/Unsatisfactory</td>
<td>Intensive Learning Experience</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>
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<tr>
<td>MGMP 540</td>
<td>MANAGERIAL ECONOMICS</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>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.</td>
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<tr>
<td>MGMP 543</td>
<td>FINANCE</td>
<td>Management</td>
<td>Standard Letter</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>
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<tr>
<td>MGMP 560</td>
<td>CORPORATE SOCIAL RESPONSIBILITY</td>
<td>Management</td>
<td>Satisfactory/Unsatisfactory</td>
<td>Intensive Learning Experience</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>Exploration of the necessary ethical and legal basis of managerial decision making and the positive social and environmental contributions of the business firm.</td>
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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 MBA, PMBA, WMBA 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 will learn how to apply strategies and tactics related to assessing market fundamentals as well as developing and implementing marketing strategy.

MGMP 594 - STRATEGIC BUSINESS COMMUNICATION  
**Short Title:** STRAT BUSINESS COMMUNICATION  
**Department:** Management  
**Grade Mode:** Satisfactory/Unsatisfactory  
**Course Type:** Lecture/Laboratory  
**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:** 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 MBA, PMBA, WMBA 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 COMMUNICATIONS 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.
The course.

quality, and earnings management are the focal points of this portion of past performance and comparable firms. Ratio analysis, accounting consists of documenting and understanding a firm's profitability relative to financial and accounting analysis which valuation. The course focuses on financial and accounting analysis which statement analysis with special emphasis on understanding, organizing and summarizing financial data for decision making purposes related to

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.

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.
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
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 XMB Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course is designed 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 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 DCF and residual income valuation (RIV). The prerequisite MGMP 601 may be taken concurrently with MGMP 602.

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.
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 606 - 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 WMBA 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.
Course Level: Graduate
Description: Repeatable for Credit.
MGMP 645 - INVESTMENTS / PORTFOLIO MANAGEMENT  
**Short Title:** INVESTMENTS / PORTFOLIO MGMT  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA, PMBA, WMBA or XMB programs.  
**Course Level:** Graduate  
**Description:** Review of classic investment theory, with emphasis on measuring & managing investment risk & return. Includes the development of modern portfolio theory & asset pricing models, an introduction to option & futures contracts, market efficiency, & stock evaluation. 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  
**Course Level:** Graduate  
**Description:** The 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 659 - 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 XMB programs.  
**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, Lecture, Seminar, Laboratory  
**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 XMB programs.  
**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 XMB 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.
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.

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.

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.

Managing conflict and negotiation. 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.

Global Field Experience 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.