# MANAGEMENT (MGMT)

**MGMT 500 - APPLIED BUSINESS EXPERIENCE**
**Short Title:** APPLIED BUSINESS EXPERIENCE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Internship/Practicum
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Full-time MBA students will participate in enriching and meaningful work experiences (including traditional summer internships) as a critical complement to what is offered in the classroom and in other applied learning experiences, such as the Global Field Experience. Work experiences allow students to refine their fluency, capabilities, and confidence in a business setting, while taking what they learn in the classroom into a professional setting.

**MGMT 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 HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the preparation, analysis, and use of corporate financial reports. Covers the basic techniques of financial reporting and analysis from the perspective of managers as well as external users of information such as investors. Required for MBA.

**MGMT 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 HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 503 - MANAGEMENT CONTROL**
**Short Title:** MANAGEMENT CONTROL
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course builds on earlier courses on cost management and corporate strategy and focuses on the management control systems that can be used for the effective implementation of strategy. Included topics are the balanced scorecard, stretch budgets, performance evaluation and incentives, organizational and operational controls, and the development of metrics to motivate and evaluate performance.

**MGMT 504 - CAREER STRATEGY AND RECRUITING SKILLS FOR MBAS**
**Short Title:** CAREER STRATEGY AND RECRUITING
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Lecture
**Credit Hours:** 0.5
**Restrictions:** Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This is a skills-based career development experience designed to equip students with the capabilities, tools, and structured practice needed to successfully navigate recruiting. Through hands-on workshops, guided application, peer collaboration, and real-world simulations, students will actively build and apply critical recruiting skills. Throughout the course, students will develop and practice the foundational career activities and competencies required for successful recruiting, including articulating their value proposition, building authentic professional relationships, communicating with confidence, and executing a focused and adaptable recruiting strategy. Emphasis is placed on developing concurrent recruiting plans to increase resilience and maximize opportunities in a competitive market. This course builds on the foundational concepts and preparation introduced through the CDO summer online course and the Launch orientation programming, which are intentionally designed to scaffold learning and enable students to engage fully and effectively from the start of the fall term. Recommended Prerequisite(s): "Launch (orientation) programming" Repeatable for Credit.

**MGMT 509 - LEADERSHIP & TEAMS**
**Short Title:** LEADERSHIP & TEAMS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate level students.
**Course Level:** Graduate
**Description:** Leadership is essential for organizational effectiveness, and in the modern workplace, work is primarily completed by teams. Thus, it is essential that students learn how to effectively lead and work within teams. This course will teach students leadership attributes, behaviors, relationships between leaders and team members, and leading effective teams through team composition, development, and management of team processes. A variety of teaching techniques including lectures, case analysis, and experiential exercises will be used to help students to understand and internalize scientifically-proven knowledge.

**MGMT 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 HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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. Required for MBA.

**MGMT 511 - LEADERSHIP**
**Short Title:** LEADERSHIP
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 510
**Description:** This course aims to develop a more thorough understanding of leadership and the leadership process. Through this exploration, it is hoped that students will come to understand themselves better within the leadership context (i.e., as a follower, as a self-leader, and as a leader of others).

**MGMT 512 - LEADING CHANGE**
**Short Title:** LEADING CHANGE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Emphasizes understanding of what constitutes effective organizational designs; considers both the macro designing of change initiatives and the micro execution of those initiatives.

**MGMT 513 - 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 HMBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course provides opportunities for students to experience different phases of two-part, multi-party, and team negotiations. Its interactive format facilitates development of analytical and behavioral skills for effective negotiation. Topics include diagnosing conflict, decision making, adversarial vs. cooperative strategies, ethical and cultural factors, and third-party intervention.

**MGMT 514 - ORGANIZATIONAL CHANGE ILE**
**Short Title:** ORGANIZATIONAL CHANGE ILE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the HMBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The primary goal of this course is to help you become effective leaders of organizational change. Students will learn, discuss and put into action an important framework for managing organizational change. Participation in this course will: 1) Provide you with an effective framework for managing organizational change. 2) Improve your competencies as both a leader and participant in change.

**MGMT 515 - GLOBAL FIELD EXPERIENCE**
**Short Title:** GLOBAL FIELD EXPERIENCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester 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. Repeatable for Credit.

**MGMT 521 - BUSINESS LAW**
**Short Title:** BUSINESS LAW
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines the broad subject of law as it relates to business and is designed to help the student develop “legal astuteness.” That is, the ability to communicate effectively with counsel and to work together with counsel to solve complex problems and/or to protect and leverage the firm’s resources.

**MGMT 527 - INTRODUCTION TO ENTREPRENEURSHIP**
**Short Title:** INTRO TO ENTREPRENEURSHIP
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Evaluating opportunities and developing a business concept; analyzing new ventures; pricing, selling, and cost control; attracting stakeholders and bootstrap finance; the legal form of business and taxation; financing, deal structure and venture capital; harvesting value; developing a business plan.

**MGMT 531 - NEW ENTERPRISES**
**Short Title:** NEW ENTERPRISES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Evaluating opportunities for a new innovation-based enterprise; conceptualizing and developing a venture plan through an iterative process; articulating venture assumptions. Intended for students who want to start their own venture, join an early-stage venture, be entrepreneurial within an existing organization, or want to understand entrepreneurs and how to think entrepreneurially.

**MGMT 540 - MANAGERIAL ECONOMICS**
**Short Title:** MANAGERIAL ECONOMICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** 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.

**MGMT 541 - ECONOMIC ENVIRONMENT OF BUSINESS**
**Short Title:** ECONOMIC ENVIRONMENT OF BUSI
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Examination of the global economic environment that serves as a backdrop for business decision making, with emphasis on the key macroeconomic policy goals and tools and how they affect exchange rates, interest rates, business cycles, and long-term economic growth.

**MGMT 543 - FINANCE**
**Short Title:** FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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. Required for MBA.

**MGMT 560 - CORPORATE SOCIAL RESPONSIBILITY**
**Short Title:** CORP SOCIAL RESPONSIBILITY
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 561 - BUSINESS-GOVERNMENT RELATIONS**
**Short Title:** BUSINESS-GOVERNMENT RELATIONS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Study of how public policy influences the private competitive environment of the firm. Examines the major political institutions and actors--Congress, the President, interest groups, the media, and administrative agencies--that shape U.S. public policy. Students analyze business political strategies and formulate several of their own.

**MGMT 562 - CORPORATE SOCIAL RESPONSIBILITY**
**Short Title:** CORP SOCIAL RESPONSIBILITY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the HMBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** An exploration of the ethical and legal bases of managerial decision making and the social dimension of the business firm.

**MGMT 563 - CORPORATE SOCIAL RESPONSIBILITY**
**Short Title:** CORP SOCIAL RESPONSIBILITY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 2
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** An exploration of the ethical and legal bases of managerial decision making and the social dimension of the business firm.

**MGMT 570 - COMPETITIVE AND INDUSTRY ANALYSIS**
**Short Title:** COMPETITIVE STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 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 HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 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 HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the design and integration of successful operations tactics both within the organization and across the supply chain. The course focuses on understanding, managing and improving processes and flows of products customers and information. Touching upon bottlenecks, inventory, quality management, and strategic issues in operations.

**MGMT 580 - MARKETING**
**Short Title:** MARKETING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the key concepts underlying the function of marketing and its interaction with other functions in a business enterprise. Explores marketing's role in defining, creating, and communicating value to customers. Primarily case-based with capstone simulation exercise, providing a foundation for advanced course work in marketing. Required for MBA.

**MGMT 585 - HYBRID MBA LAUNCH**
**Short Title:** HYBRID MBA LAUNCH
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 586 - PROFESSIONAL SEMINAR I: SCIENCE DRIVEN STRATEGY**
**Short Title:** PROFESSIONAL SEMINAR I
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 2.5
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** In this experiential course, students deepen and apply the communication, team, and leadership skills through simulations and a team coaching model.

**MGMT 587 - PROFESSIONAL SEMINAR II**
**Short Title:** PROFESSIONAL SEMINAR II
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 2.5
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** In this experiential course students engage with business leaders with a specific focus on integrating and synthesizing across the business disciplines to address big challanges and and sieze big opportunties.

**MGMT 588 - STRATEGIC BUSINESS COMMUNICATION I**
**Short Title:** STRATEGIC BUSINESS COMM I
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Lecture/Laboratory
**Credit Hour:** 1
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 589 - GLOBAL FIELD EXPERIENCE**
**Short Title:** GLOBAL FIELD EXPERIENCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 590 - STRATEGIC BUSINESS COMMUNICATION II**
**Short Title:** STRATEGIC BUSINESS COMM II
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Lecture
**Credit Hour:** 1
**Restrictions:** Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Continued instruction in the core strategic business communication skills that were introduced during Strategic Business Communication I.

**MGMT 591 - ACCOUNTING THEORY**
**Short Title:** ACCOUNTING THEORY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 601
**Description:** The aim of this seminar is to impart an understanding of the historical evolution of the literature on financial accounting theory and accounting principles, as well as emerging developments in accounting research. A companion objective is to come to understand the evolving dynamic of the standard-setting process for financial reporting in the United States and at the international level, including consideration of the "political" intrusions into this process. Readings will be drawn from the periodical literature, books and monographs, and reports. A term paper will be required. The prerequisite for undergraduates is BUSI 405, but the course will also be open also to a small number of other students who have taken just BUSI 305. MBA students: Prerequisite is MGMT 601. PhD students: no prerequisites. All students must obtain the prior permission of the instructor. Course may not be taken pass/fail and may not be audited. Enrollment will be limited. Mutually Exclusive: Cannot register for MGMT 591 if student has credit for BUSI 491/MACC 591.

**MGMT 592 - STRATEGIC BUSINESS COMMUNICATIONS**
**Short Title:** STRATEGIC BUSI COMMUNICATION
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 593 - 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 OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course exposes the student to the 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.

**MGMT 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 MBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 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 HMBA or MBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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 increased role for data analysis as an aid to business decision-making. This course exposes the student to the 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.

**MGMT 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 MBA program. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 597 - DATA ANALYSIS II**
**Short Title:** DATA ANALYSIS II
**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:** The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increased role for data analysis as an aid to business decision-making. This course exposes the student to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covering the following topics: sampling, descriptive statistics, probability distributions, and regression analysis. Required for MBA.

**MGMT 598 - CAPSTONE CONSULTING PROJECT**
**Short Title:** CAPSTONE CONSULTING PROJECT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course gives students the opportunity to apply the multi-functional (strategy, finance, marketing, organizational behavior, etc.) knowledge that they have gained in the program and their own professional experience to solve a complex, real-world managerial problem.

**MGMT 599 - ACTION LEARNING PROJECT**
**Short Title:** ACTION LEARNING PROJECT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Action Learning Project (ALP) is a team-based, student consulting program where students will work with corporate and non-profit organizations across a variety of industries to tackle a robust real-world problem for them. Projects may include some combination of strategy, marketing, finance, operations & supply chain management, HR/talent management, etc. The teams will work with their company and ALP faculty to perform research and assessments to develop their detailed recommendations and present them to senior leadership.

**MGMT 600 - INTERNATIONAL ENERGY SIMULATION**
**Short Title:** INTL ENERGY SIMULATION
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Jones Graduate School of Business International Energy Simulation is designed to create a real world environment in which multiple actors align and compete to achieve their distinct objectives. We will use a fictitious country that has a wide range of challenges and possible opportunities. You will be assigned to one of about 15 teams including government, energy companies, media, villagers, public policy institutions and others. Critical success factors include strategic thinking, the ability to build alliances, and a deep understanding of the perspectives of multiple stakeholders. Expect the unexpected.

**MGMT 601 - FINANCIAL STATEMENT ANALYSIS**
**Short Title:** FINANCIAL STATEMENT ANALYSIS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Study of how investors, financial analysts, creditors, and managers use financial statement information in evaluating firm performance and in valuing firms. Emphasizes industry and firm-level analysis of accounting information using financial accounting concepts and finance theory. Mutually Exclusive: Cannot register for MGMT 601 if student has credit for MGMT 634/MGMT 635.

**MGMT 602 - BUSINESS BASICS IN HEALTHCARE MANAGEMENT**
**Short Title:** BUSINESS BASICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 2
**Restrictions:** Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This business intensive provides an introduction to basic business concepts, with the objective of preparing participants in the GCHM program for the rigors of MBA-level elective courses.

**MGMT 603 - BUSINESS TAX STRATEGY: PRINCIPLES**
**Short Title:** BUSINESS TAX STRAT: PRINCIPLES
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course covers the principles of taxation for business and investment planning and their application to business strategy. Topics covered include tax policy, taxing jurisdictions, fundamentals of tax planning, measurement of business income and deductions, tax reporting, financial statement impact of taxes, choice of entity, international taxation from a US perspective, mergers and acquisitions, and select individual tax topics affecting business professionals.

**MGMT 604 - EMOTIONAL INTELLIGENCE FOR LEADERS**
**Short Title:** EMOTIONAL INTELLIGENCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Employers seek leaders who possess not only the technical acumen to be proficient at their job task, but also the emotional intelligence necessary to build relationships and lead others. In this course, we will provide students the ability to discover their base level of emotional intelligence across a set of 12 learned capacities for recognizing their own feelings and those of others. We will also provide specific techniques and practice opportunities such that students can improve how they manage the emotions of themselves and others to contribute to effective performance at work.

**MGMT 605 - BUSINESS TAX STRATEGY: INDUSTRY APPLICATIONS**
**Short Title:** BUS. TAX STRAT: APPLICATIONS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MACC MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 603 (may be taken concurrently) or MACC 571
**Description:** Building on MGMT 603 Business Tax Strategy: Principles, this course considers tax strategy in several industries, including energy, real estate, health care, and entrepreneurship. Each setting provides unique tax challenges and opportunities. Students focus on an applied tax strategy project in their chosen industry of interest. MGMT 603 may be taken concurrently.

**MGMT 606 - ENERGY FINANCE**
**Short Title:** ENERGY FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the valuation and financing of Energy Projects. We will learn from industry professionals about various types of energy projects their firms have undertaken, with a special emphasis on understanding how to evaluate the risks involved and the issues involved in getting the financing for these projects.

**MGMT 607 - COMPETITIVE STRATEGIES AND EMERGING MARKETS**
**Short Title:** COMP STRATEGY & EMERGING MKTS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** (MGMT 570 or MGMP 570 or MGMW 570 or EMBA 991) and (MGMT 571 or MGMP 571 or MGMW 571 or EMBA 993 (may be taken concurrently))
**Description:** Emerging markets in recent times have become important players in the global economy. Competitive dynamics in these markets affects almost every manager, even those who have no direct interest in these markets. We will examine how emerging markets differ from developed economies and what such differences mean for businesses. EMBA 993 may be taken concurrently with MGMT 607.

**MGMT 608 - DISRUPTION IN COMMERCIAL REAL ESTATE**
**Short Title:** DISRUPTION IN COMMERCIAL RE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** With a seismic shift in commercial real estate due to technology-driven changes to distribution networks and the digitization of the economy, developers face challenging and evolving opportunities. How do you adapt and thrive when customer desires change at lightning speed and everyone competes against Amazon? Through simulations and a real-time case study, students learn to capture the rewards of customer-centric design using psychographics and quantitative methodologies.

**MGMT 609 - ENERGY MARKETS IN TRANSITION**
**Short Title:** ENERGY MARKETS IN TRANSITION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course considers various publicly available projections of long-term world and U.S. energy markets to 2050. The focus is on the relative impact of input assumptions on modeled trends in the energy sector with an emphasis on renewables. Students will form teams to take a qualitative look at the risk, uncertainty and relative impact of economic growth, demographics, oil price, oil & gas supply, renewables cost, policy, and other assumptions. The teams will also consider how policies, investment and technology advances could drive energy trends to lower emissions. Mutually Exclusive: Cannot register for MGMT 609 if student has credit for MGMT 612.

**MGMT 610 - FUNDAMENTALS OF THE ENERGY INDUSTRY**
**Short Title:** FUNDAMENTALS OF THE ENERGY IND
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course is based on the principle that one cannot understand commodity markets without a good grasp of the technology and physical infrastructure behind production, transportation, and distribution of energy commodities and linkages between different segments of the energy complex. The review of the industry infrastructure will be followed by discussion of the institutional framework of the energy markets in the US and other developed economies, including discussion of the different types of participating business entities, types of transactions and regulatory infrastructure. The course will be divided into three groups of lectures, covering the natural gas industry, power and coal business and oil / refined products markets, with an additional shorter lecture on regulatory issues.

**MGMT 611 - GEOPOLITICS OF ENERGY**
**Short Title:** GEOPOLITICS OF ENERGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines global trends in the production and use of energy, its impact on governance and the environment, and the dynamic forces shaping the sector: energy security, trade, and climate change. We examine the firm's role in these areas, and the "above ground" risks arising from political, social and environmental forces. We also examine energy from the perspective of states, whether the big exporters like Russia and the Middle East, demand centers in Asia and Europe, or underdeveloped countries in Latin America and Africa seeking to leverage domestic reserves for export revenues and domestic development. Students will use academic theory and case discussion to highlight energy business challenges in countries with diverse political systems and wide-ranging levels of economic development.

**MGMT 612 - ENERGY TRANSITION TRENDS AND POLICIES IN PRACTICE**
**Short Title:** ENERGY TRANSITION IN PRACTICE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course considers the energy transition, consumption, production, and emission trends; international and U.S. domestic policy; the changing electricity market; and the role of renewables. Students will form project teams to consider the impact of the growing supply of sustainable and renewal energy in the energy sector and the impact on decarbonization. Mutually Exclusive: Cannot register for MGMT 612 if student has credit for MGMT 609.

**MGMT 613 - SYSTEMS THINKING IN INNOVATION AND ENTREPRENEURSHIP**
**Short Title:** SYSTEMS THINKING
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course explores the human and social dynamics critical to the evolving world of technology innovation and entrepreneurship. Topics include: social systems; entrepreneurial mindset; the future of work and organizations; understanding new fields and data; the changing relationship between humans and technology; and questions in privacy, security, and regulation.

**MGMT 614 - STRATEGIC SOCIAL NETWORKS**
**Short Title:** STRATEGIC SOCIAL NETWORKS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Students learn how, why, and when social networks can lead to successful career advancement, innovation, and investment opportunities, using data-analytics, exercises, and real-world cases.

**MGMT 615 - BARGAINING**
**Short Title:** BARGAINING
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course will help you become a better negotiator by better understanding the values, motivations, and psychological biases that drive people's behaviors in negotiations. To achieve this goal, we will discuss theory and research on bargaining, and we will play strategic games that illustrate important concepts of negotiation situations.

**MGMT 616 - ENERGY MARKET ORGANIZATION**
**Short Title:** ENERGY MARKET ORGANIZATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course offers a review of the US energy markets across the entire commodity spectrum: natural gas, oil and refined products, electricity, renewables and renewable energy credits, coal and emission allowances. Some aspects of the international energy markets will be covered as well; to the extent the material is critical to understanding of the US energy business. The class is recommended to anyone contemplating a career in energy trading and marketing, energy risk management, or regulatory institutions.

**MGMT 617 - THE INFORMATION ECONOMY: THEORY AND APPLICATIONS**
**Short Title:** INFO ECONOMY: THEORY & APPL
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course offers an advanced introduction into the Economics of Information with an emphasis on core business applications.

**MGMT 618 - BESTSELLERS: THE SCIENCE AND WISDOM**
**Short Title:** BESTSELLERS: SCIENCE & WISDOM
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** There have been a lot of business books written over the years, making it difficult to navigate which ones contain wisdom grounded in sound science, and which ones make questionable claims and shaky promises. In this seminar, we'll examine some bestselling books to help make us better people, leaders, and consumers of business advice.

**MGMT 619 - HISTORY OF BUSINESS**
**Short Title:** HISTORY OF BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** What is a business? For that matter, what is capitalism, the economic system in which business in the United States operates? And how have these concepts taken shape over American history, laying an indelible imprint on this country's social, political, and economic fortunes and struggles? This course examines the history of American business and American capitalism. We will examine how business firms have been organized, what types of economic activities (trade, industrial production, transportation, communication, and finance) businesses have engaged in, and how workers, employers, politicians, activists, and consumers have struggled to determine exactly what business should do and for whom.

**MGMT 620 - FOUNDER'S JOURNEY**
**Short Title:** FOUNDER'S JOURNEY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hour:** 1
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This Seminar will introduce you to the experiences, lessons, failures and successes of founders from a wide array of organizations, industries and companies. You will be immersed in problem rich environments and industries, and hear first-hand how entrepreneurs got their journey jump-started, while getting inspired to begin your own. Graduate/Undergraduate Equivalency: BUSI 360.

**MGMT 621 - NEW ENTERPRISES**
**Short Title:** NEW ENTERPRISES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Evaluating opportunities for a new innovation-based enterprise; conceptualizing and developing a venture plan through an iterative process; articulating venture assumptions; testing venture assumptions through experimentation. Intended for students who want to start their own venture, join an early-stage venture, be entrepreneurial within an existing organization, or want to understand entrepreneurs and how to think entrepreneurially.

**MGMT 622 - THE ENTREPRENEURIAL FAMILY OFFICE**
**Short Title:** ENTREPRENEURIAL FAMILY OFFICE
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Provides students with an overview of all the major components and challenges of starting, growing, and successfully managing a family office. Explores the various types of family offices and how the ultra-wealthy structure their family offices with their existing businesses to plan their family legacy. Investigates how start-ups and venture capital firms can access the billions of dollars of patient, flexible capital that family offices control through a mixture of coursework, case studies, and guest speakers. Offers unique insights into the business components and leadership practices of today's premier family offices.

**MGMT 623 - EARLY DEVELOPMENT AND ENTREPRENEURSHIP IN A BIOTECH/MEDTECH STARTUP**
**Short Title:** ENTREPRENEURSHIP IN BIOTECH
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Provides an insider's perspective on workings and challenges of early to mid-stage biotech (pharmaceutical) and medtech (medical device) startups. Live case studies highlight issues unique to this space including pre-clinical & clinical development, licensing & business development, the FDA, and intellectual property and patent strategies. Intended for students considering a career in an entrepreneurial life sciences company. Previous or contemporaneous coursework in entrepreneurship or healthcare is preferred.

**MGMT 624 - ENTREPRENEURSHIP IN THE ERA OF ENERGY TRANSITION**
**Short Title:** ENTREP. IN ENERGY TRANSITION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The energy transition provides a unique opportunity for entrepreneurs to overcome the challenges of the energy sector's traditionally slow adoption cycle, short business cycle, and expensive product development cycle. This course provides the entrepreneur with context and learnings from major energy subsectors (renewables, petrochemicals, power, building materials, and oil and gas) needed to build a successful venture.

**MGMT 625 - DESIGN THINKING**
**Short Title:** DESIGN THINKING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Design Thinking is a problem-solving process that can be used to reduce risk when launching a new idea and increase your chances of developing an innovative solution that people want. Through our human-centered approach we will gain new insights into high-potential problem spaces and use an iterative experimentation process to ensure efficient resource utilization. Mutually Exclusive: Cannot register for MGMT 625 if student has credit for MGMT 764.

**MGMT 626 - FINANCING THE STARTUP VENTURE**
**Short Title:** FINANCING THE STARTUP VENTURE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 627 - ENTREPRENEURSHIP THROUGH ACQUISITION**
**Short Title:** ENTREPRENEURSHIP THROUGH ACQ
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The needs approach to buying and selling businesses; enterprise valuation; deal and contract structuring; mergers and acquisitions; leveraged buyouts; consolidating fragmented industries.

**MGMT 628 - INTRODUCTION TO USER EXPERIENCE**
**Short Title:** INTRO TO USER EXPERIENCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This project-based course introduces the user experience concepts needed to lead UX projects including key UX concepts, the UX lifecyle, user research, and design. Course will include seminal readings about UX, business case studies, and project-based course work.

**MGMT 629 - THE ENDURING ENTERPRISE**
**Short Title:** THE ENDURING ENTERPRISE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** You're in charge of a company, whether by founding, buying, inheriting, or promotion within it. You pour your heart and soul into it. Your customers and employees love it. It means something, and you want it to endure. This course is about the enduring enterprise, from startup to long-term sustainability.

**MGMT 630 - FINANCIAL MARKETS AND INSTRUMENTS**
**Short Title:** FINANCIAL MARKETS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** (MGMT 543 or MGMP 543 or MGMW 543 or MGMT 843)
**Description:** The content of this course is a microeconomic focus on the functioning and structure of financial markets and financial institutions. By the end of the course students will be able to describe how information asymmetry problems affect financial transactions and market outcomes, analyze different financial market structures, and understand how no-arbitrage concepts apply to valuation tasks. We will study how firms raise external capital to fund investment in real assets and how markets and financial intermediaries assist in this. We will learn many of the details that are assumed away in other core courses, and this class will help you see how corporate finance and investments fit together as a cohesive whole.

**MGMT 631 - HEALTH INSURANCE IN THE U.S.: THE ESSENTIALS**
**Short Title:** HEALTH INSURANCE IN THE U.S.
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The basics that all executives, especially those working in the health care industry, need to know about health insurance programs, public and private markets, pricing, risk management and how insurance companies think about their business. After covering the basics, the course examines the rapid shifts occurring as a result of the Affordable Care Act and other environmental and legislative changes.

**MGMT 632 - CONSUMER FINANCE**
**Short Title:** CONSUMER FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to household financial decision making and consumer financial products. We will use rational and behavioral models to understand how financial products serve consumers' needs with respect to managing risk, borrowing, investing, and moving funds. We will discuss how technology, data, and regulation are affecting the consumer finance sector.

**MGMT 633 - ROLES OF PHYSICIANS, SCIENTISTS, ENGINEERS AND MBA'S IN HIGH-TECH STARTUPS**
**Short Title:** LIFE SCIENCE ENTREPRENEURSHIP
**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 pragmatic course combines core lectures on entrepreneurship with special guest presentations by notable life science entrepreneurs. It explores the roles that physicians, scientists, engineers, and MBA's play in biotech, medical device, and healthcare companies, as well as major trends in Angel and Venture Capital Financings of Startups. Lectures on entrepreneurial team building, leadership and career planning are included. Cross-list: BIOE 633.

**MGMT 634 - 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 HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester 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 MGMT 634 if student has credit for MGMT 601.

**MGMT 635 - 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 HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 634 (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 MGMT 635 if student has credit for MGMT 601.

**MGMT 636 - LEADING HEALTHCARE THROUGH DISRUPTIVE TRANSFORMATION**
**Short Title:** DISRUPTING HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Healthcare industry is undergoing many transformational and disruptive challenges because of advances in medical and informational technologies and the emergence of new paradigms and models for healthcare delivery. Healthcare leaders in the US face challenges that include public reporting of quality and safety outcomes, new payment models based on delivery of value, the introduction of artificial intelligence into clinical care and operations, competition from new access channels such as retail care clinics and virtual care, remote patient monitoring, and the rise of consumerism in healthcare. These disruptors impact all components of the healthcare value chain, including R&D, manufacturing & supply chain, technology & data analytics, payors, providers, healthcare systems, care delivery, and patients. Approached from the perspective of leaders of healthcare systems and providers of care, this elective aims to help students develop an approach to understanding and dealing with these transformational challenges. Specifically, the course provides a conceptual framework based on High Reliability Organizations (HROs) to identify key attributes necessary to manage transformational challenges. Several specific "healthcare disruptors" provide the setting to discuss and illustrate these concepts.

**MGMT 637 - DILEMMAS IN FOUNDING NEW VENTURES**
**Short Title:** DILEMMAS IN FOUNDING VENTURES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Frameworks for making informed decisions about human capital when founding a new venture, including co-founders, early hires, advisors, board members, and investors.

**MGMT 638 - GEN AI AND QUANTITATIVE FINANCE: TRANSFORMING INVESTMENT STRATEGIES**
**Short Title:** GEN AI & QUANTITATIVE FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 675
**Description:** This course provides an introduction to quantitative equity management. Quantitative management means trading on signals that can be constructed and tested on large panels of stocks. Many different data sources are used to generate trading signals. In this course, we illustrate concepts using predictors formed from corporate fundamentals, past prices, analyst forecasts, and earnings surprises. We discuss the full process of quantitative management, from preliminary analysis of signals to training models to backtesting and strategy assessment.

**MGMT 639 - DATA-DRIVEN INVESTMENTS: CREDIT**
**Short Title:** DATA-DRIVEN INVESTMENTS CREDIT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 675
**Description:** This course introduces students to the use of data science tools and techniques to issues in corporate credit provision. The focus of the course will be on default and credit rating prediction, which are central to determining the price of corporate credit. Advances in data science have the potential to transform lending industry by moving credit provision away from a subjective, underwriting-based process.

**MGMT 640 - INTRODUCTION TO PRIVATE BUSINESS VALUATION**
**Short Title:** PRIVATE BUSINESS VALUATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course provides an opportunity to learn the framework for determining the market value of privately-owned business enterprises. The methods presented in this course are used by accredited business appraisers, investment bankers, and other valuation practitioners, often involved in the valuation of privately-owned businesses.

**MGMT 641 - ENTREPRENEURIAL STRATEGY**
**Short Title:** ENTREPRENEURIAL STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course provides an integrated strategy framework for entrepreneurs. The course is structured to provide a deep understanding of the core strategic challenges facing start-up innovators, and a synthetic framework for choosing and implementing entrepreneurial strategy in dynamic environments, as well as a general understanding of the financing options for early stage startups, including angel investment, accelerators, crowdfunding and the venture capital industry. A central theme of the course is that, to achieve competitive advantage, technology entrepreneurs must balance the process of experimentation and learning inherent to entrepreneurship with the selection and implementation of a strategy that establishes competitive advantage. The course identifies the types of choices that entrepreneurs must make to take advantage of a novel opportunity and the logic of particular strategic commitments and positions that allow entrepreneurs to establish competitive advantage. The course includes an in-depth overview of the organization, operation and economics of different funding sources; venture capital and angel investment term sheets and deal structures; startup investment methodology –deal sourcing, monitoring and liquidation; the role of VCs as key advisors and board members; and current issues in early stage financing as a result of a changing global and economic environment. The course combines interactive lectures, speakers and case analyses. The cases and assignments offer an opportunity to integrate and apply the principles taught in the course in a practical way, and draws from a diverse range of industries and settings

**MGMT 642 - FUTURES AND OPTIONS I**
**Short Title:** FUTURES AND OPTIONS I
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)
**Description:** An introduction to forward, futures, option, and swap contracts, including the basic valuation principles, the use of these contracts for hedging financial risk, and an analysis of option-like investment decisions. Recommended for finance students.

**MGMT 643 - EQUITY ANALYSIS PRACTICUM: THE WRIGHT FUND**
**Short Title:** EQUITY ANALYSIS: WRIGHT FUND
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Internship/Practicum
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)
**Description:** Students gain hands on experience with many aspects of investment management by managing the M.A. Wright Fund, a “live” stock portfolio of endowment assets. While the emphasis is on individual stock analysis, the course also covers quantitative and qualitative sector analysis, and portfolio-level risk and return analysis.

**MGMT 644 - EQUITY PRACTICUM II - WRIGHT FUND**
**Short Title:** EQUITY PRACTICUM II WRIGHT FND
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Internship/Practicum
**Credit Hours:** 2
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 643 and MGMT 645 (may be taken concurrently)
**Description:** The second course in the two semester sequence where students gain hands on exposure to many aspects of investment management by managing the M.A. Wright Fund, a 'live' stock portfolio of endowed assets. The second semester's work is predominately focused on quantitative and qualitative sector analysis and portfolio risk and return analysis and management. Admission is for students continuing from MGMT 643 only, who have been accepted by application and interview only. Instructor Permission Required.

**MGMT 645 - PORTFOLIO MANAGEMENT**
**Short Title:** PORTFOLIO MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)
**Description:** Review of classic investment theory, with emphasis on measuring and managing investment risk and return. Includes the development of modern portfolio theory and asset pricing models, an introduction to option and futures contracts, market efficiency, and stock valuation. Recommended for most finance students.

**MGMT 646 - ADVANCED CORPORATE FINANCE**
**Short Title:** ADVANCED CORPORATE FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** (MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently) and (MGMT 642 (may be taken concurrently)
**Description:** This course examines the investment, financing, and related policy decisions faced by a corporate financial officer. We will study several frameworks for evaluating corporate projects that expand on the capital budgeting issues developed in the core finance course. In particular, we will develop techniques for assessing projects with inherent flexibility (real options). We will also examine the interaction between investment and financing decisions, and how capital structure affects firm value. The final part of the course examines other important topics in corporate finance such as payout policy, risk management, and corporate governance.

**MGMT 647 - CORPORATE FINANCIAL POLICY**
**Short Title:** CORPORATE FINANCIAL POLICY
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Examination of corporate investment and financing, with emphasis on valuation methods and how financial policy impacts corporate value. Includes the implications of agency costs, asymmetric information and signaling, taxes, mergers and acquisitions, corporate restructuring, real and embedded options, and financial risk management. Recommended for finance students.

**MGMT 648 - APPLIED FINANCE**
**Short Title:** APPLIED FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 543 or MGMP 543 or MGMW 543 or MGMT 843
**Description:** Study of the theory and practice of the fundamental principles in finance, emphasizing hands-on experience with a wide range of corporate finance and investment applications. The course provides extensive opportunity to implement finance theory at a practical level and to develop advanced analytical spreadsheet expertise, including financial statement forecasting, regression analysis, Monte Carlo simulation, and portfolio optimization.

**MGMT 650 - FUTURES AND OPTIONS II**
**Short Title:** FUTURES AND OPTIONS II
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 642 (may be taken concurrently) and (MGMT 543 or MGMP 543 or MGMW 543 or MGMT 843)
**Description:** In-depth analysis of the theory and practice of derivative securities. Develops a general set of valuation, hedging, and risk management techniques which are then applied to the equity, interest rate, currency, and commodity markets. Prerequisite MGMT 642 may be taken concurrently.

**MGMT 651 - FIXED INCOME MANAGEMENT**
**Short Title:** FIXED INCOME MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Study of fixed income securities and markets in the U.S. and abroad, with an emphasis on the term structure of interest rates and the pricing of fixed income securities, derivatives, and portfolios. Include Treasury, Corporate Debt, and Mortgage-Backed Securities.

**MGMT 652 - MERGERS AND ACQUISITIONS**
**Short Title:** MERGERS & ACQUISITIONS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)
**Description:** The course examines the merger and acquisition process from the perspectives of buyers and sellers. Attention is paid to the internal (make) versus external (buy) growth opportunities and their value consequences. The course also analyzes the M&A transaction process through the study of cases. An additional focus will be in the interaction of strategic planning, value planning, financial strategies, and investment decisions.

**MGMT 653 - BLOCKCHAIN: DIGITAL ASSETS AND THE INTERNET OF VALUE**
**Short Title:** BLOCKCHAIN: INTERNET OF VALUE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Understand the design principles of the blockchain economy and its implementation challenges. Analyze the potential application of this "protocol of truth," beyond currency: to develop decentralized networks, to optimize logistics and trade; to record value and identity (smart contracts, birth certificates, insurance claims, art, land titles and even votes).

**MGMT 654 - REAL ESTATE CAPITAL MARKETS: PUBLIC & PRIVATE**
**Short Title:** RE CAP MARKETS: PUBLIC & PRIV
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course has two major objectives: First, to provide an overview of topics related to real estate capital markets. Specifically, this course will focus on how to raise capital for various uses. This course will devote time to understand the working of the Capital Markets. Second, to prepare students interested in Real Estate to learn concepts related to accessing capital from various sources. Finally, you will learn from various guest speakers who are highly recognized in the industry, what their experience has taught them and how to use it to make a team presentation "pitch" for capital.

**MGMT 655 - FINTECH, CRYPTOCURRENCIES, AND BLOCKCHAIN: DIGITAL DISRUPTION IN FINANCE**
**Short Title:** FINTECH, CRYPTO, & BLOCKCHAIN
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** We consider the financial services industry in an era of rapid disruption. We analyze how firms like Square, PayPal, Stripe, Affirm or Robinhood are disrupting the value chain in financial services. Why are traditional incumbents missing out on innovation opportunities? What drives the development of new disruptive platforms for processing payments, loans or investments? What are the sources of funding for disruptors? How are Asian fintech dragons redefining financial services through e-commerce and social payments? How are these new technologies democratizing access and improving financial inclusion? A wave of new technologies is accelerating the disruption: blockchain, cryptocurrencies, artificial intelligence and robotics. In November of 2021, the market capitalization of crypto assets briefly surpassed the $3 trillion mark. With massive monetary stimuli around the globe because of the pandemic, bitcoin has attracted the attention of investors who consider it a reserve asset. Blockchain, the underlying technology of cryptocurrencies, is often characterized as the internet of value. Understand the design principles of the blockchain economy. Explore its potential impact on financial services and how it may empower new decentralized business models. Study the main types of crypto assets (bitcoin, ethereum, tokens, stablecoins and privacy), and how they are issued and held. Analyze the potential application of this "protocol of truth," beyond currency. Understand the implementation challenges ahead. Look into the next wave of technologies which are likely to further accelerate the disruption: embedded hardware IoT, API-based open connectivity, genAI and biometrics.

**MGMT 656 - ENERGY DERIVATIVES**
**Short Title:** ENERGY DERIVATIVES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This class covers analytical techniques related to pricing financial derivatives used extensively in the energy industry, including European, American, Asian, binary and spread options on forwards. In addition, the class will cover applications of financial derivatives in market and credit risk management in the energy industry.

**MGMT 657 - INTERNATIONAL FINANCE**
**Short Title:** INTERNATIONAL FINANCE
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Exploration of special problems encountered by financial officers in international arenas. Includes the economics of the foreign exchange market, exchange rate risk management, international portfolio management, capital budgeting for international projects, and international financing strategies.

**MGMT 658 - APPLIED RISK MANAGEMENT**
**Short Title:** APPLIED RISK MANAGEMENT
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 642 (may be taken concurrently)
**Description:** This course focuses on applied risk management projects. The hands-on experience allows in-depth analysis and understanding of practical risk management issues and exposure to different risk management tools including Value at Risk. The course is a combination of lectures and application of skills.

**MGMT 659 - REAL ESTATE FINANCE: VALUATION**
**Short Title:** REAL ESTATE FINANCE: VALUATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course has two primary objectives: 1) provide an overview of the fundamental frameworks commonly used in the Real Estate Industry and 2) provide a detailed understanding of the discounted cash flow (DCF) model, the primary quantitative financial decision tool used in the real estate industry. Students learn how to build robust DCF models incorporating important features and conventions for application to real estate assets.

**MGMT 660 - REAL ESTATE CONTRACT NEGOTIATIONS FOR BUSINESS PROFESSIONALS**
**Short Title:** REAL ESTATE CONTRACT NEG
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Legal risk pervades business dealings. This course explores legal risk by educating the student on legal theories, then how to identify, quantify, reduce and accept legal risk, in the context of real estate transactions. Effective interaction with legal counsel will be emphasized.

**MGMT 662 - INTERNATIONAL CORPORATE GOVERNANCE**
**Short Title:** INT'L CORPORATE GOVERNANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course provides an overview of successful strategies managers use to navigate their companies in the international environment governed by different laws and norms. By discussing detailed case studies of companies, students will learn about the ways global markets, local governments, and interorganizational networks shape the actions of multinational firms.

**MGMT 663 - MANAGING STAKEHOLDER RISK**
**Short Title:** MANAGING STAKEHOLDER RISK
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course focuses on protecting and creating firm value by engaging external stakeholders (e.g., communities, NGOs, politicians) in challenging socio-political environments. Students learn how to: exercise due diligence to manage socio-political risk; engage stakeholders to earn a social license to operate; and integrate stakeholder-based initiatives into financial and operational management.

**MGMT 664 - OPERATIONS LEADERSHIP LAB**
**Short Title:** OPERATIONS LEADERSHIP LAB
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Laboratory
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 670
**Description:** This course is designed to give students a close up and personal view of two private Houston companies whose owners have led successful change efforts in the operations of their businesses Repeatable for Credit.

**MGMT 665 - INTRODUCTION TO PYTHON FOR BUSINESS ANALYTICS**
**Short Title:** PYTHON FOR BUSINESS ANALYTICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895
**Description:** This course introduces the fundamentals of Python programming environment with a focus on applied statistics and business applications. Students will learn how to read and write scripts, manipulate and clean data, run APIs and data visualization using contemporary Python data science libraries. This course serves as a foundation for courses in machine learning and advanced application courses in finance, marketing and operations.

**MGMT 667 - REAL ESTATE DEVELOPMENT: FEASIBILITY**
**Short Title:** RE DEVELOPMENT: FEASIBILITY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course describes the feasibility analysis of real estate developments. Topics covered are the development process, market studies, financial feasibility, and joint ventures for the primary real estate property types.

**MGMT 668 - INTERNATIONAL TRADE AND BUSINESS STRATEGY**
**Short Title:** INTL TRADE & BUSINESS STRATEGY
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** An overview of the economic and political environment of international trade, foreign investment, and competitiveness, focusing on institutions that affect international commerce.

**MGMT 669 - REAL ESTATE MARKET ANALYSIS**
**Short Title:** REAL ESTATE MARKET ANALYSIS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course introduces students to the methods used in analyzing commercial real estate space markets. The course explores data provided by research organizations to analyze the current states of the market for each different asset type (Retail, Office , Industrial, Hospitality and Residential).

**MGMT 670 - OPERATIONS STRATEGY**
**Short Title:** OPERATIONS STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Examines the key components that build an effective operations strategy for driving a 21st century company's competitive business strategy. Covers a range of industries and uses current events and cases to highlight the underlying theories and practices. Also looks at cutting-edge topics in operations and supply chain management.

**MGMT 671 - CORPORATE CRISIS MANAGEMENT AND COMMUNICATION**
**Short Title:** CORP CRISIS MGMT&COMMUNICATION
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Current methods of crisis management utilizing recent real-world cases. Research strategies and analyze each situation's processes and results. Class will enhance strategic thinking, determine pros and cons of courses of action, and provide an understanding of the decision making process. Class is interactive with individual and small group participation.

**MGMT 672 - ELECTRICITY GENERATION AND RENEWABLE FUEL CHOICES**
**Short Title:** RENEWABLE POWER GENERATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This energy transition short course introduces students to trends and macro-drivers in electric power generation. Student teams consider these factors by modeling a hydrogen production project to identify the lowest cost and lowest carbon emission across multiple power generation fuel choices and accounting for a range of regulatory incentives.

**MGMT 673 - COST ANALYSIS IN HEALTHCARE**
**Short Title:** COST ANALYSIS IN HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 502 or MGMP 502 or MGMW 502 or MGMT 802
**Description:** As healthcare costs continue to rise at an alarming rate in U.S. over the past decade (about 20% of GDP by some accounts), issues relating cost measurement and management in the delivery of healthcare have also taken center stage. Experts in business and management have argued that extant cost systems do a poor job of measuring how much it costs to treat patients. Absent accurate measurement of these costs, many decisions could go wrong. Cost management and efficiency initiatives would be misguided, and medical reimbursements would lack proper cost bases. These concerns have triggered advances in cost measurement and management techniques that are useful not just in the healthcare setting, but also in other service organizations. The purpose of this elective is to help students develop a critical understanding of the nature of costs in healthcare delivery, their measurement in a variety of decision contexts, and how they can be managed and improved. Students will be exposed to tools such as the break-even analysis, role of cost allocations, activity-based costing, time-driven activity based costing, and cost control.

**MGMT 674 - REAL ESTATE FINANCE: SECURITIES**
**Short Title:** REAL ESTATE FINANCE:SECURITIES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This lecture-style course deals with the study of public traded securities that have their cash flows tied to real property cash flows, such as mortgage-backed securities and REITs. Topics include fan introduction to REITs, mortgages backed securities, and the process of securitization of residential and commercial mortgages. Students also gain an understanding of the role of the securitization process in the 2007-2009 financial crisis. The course includes guest lectures by leaders in the real estate industry.

**MGMT 675 - GENERATIVE AI FOR FINANCE**
**Short Title:** GENERATIVE AI FOR FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)
**Description:** Large language models can perform financial analysis previously done in spreadsheets and even exceed the capabilities of spreadsheets. This course provides a hands-on learning experience in using ChatGPT and python plug-ins to acquire data, perform analysis, create charts and tables, and prepare reports on numerous financial topics. Recommended Prerequisite(s): MGMT 665

**MGMT 676 - LEADERSHIP, ETHICS, AND FREE ENTERPRISE**
**Short Title:** LEADERSHIP, ETHICS, FREE ENT.
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course is directed at gaining a better understanding and discussion of the role of character, emotional intelligence, ethics and moral psychology in leadership within economic fields – aimed at providing more meaning to our work lives and to the lives of those we lead. Free enterprise is an important part of the sustainable success of non-profit and for-profit organizations. We will spend time, in the first class, talking about free enterprise's worthy philosophical underpinnings, which are often unspoken – while sometimes justifiably criticized. And, we will have a class on leadership principles and practices.

**MGMT 677 - SPECIAL TOPICS**
**Short Title:** SPECIAL TOPICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Internship/Practicum, Laboratory, Lecture, Lecture/Laboratory, Seminar, Independent Study
**Credit Hours:** 1-4
**Restrictions:** Enrollment is limited to Graduate, Graduate Quadmester 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.

**MGMT 678 - BUSINESS OF HEALTHCARE**
**Short Title:** BUSINESS OF HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Sequence of offerings that provides an introduction to the business of health care in the U.S. Topics include health care systems, health service organizations, and issues relating to the aging problem and the technology explosion in health care. Required elective for MD/MBA's dual degree students.

**MGMT 679 - AI TOOLS FOR BUSINESS DECISION MAKING**
**Short Title:** AI TOOLS FOR BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895
**Description:** This course will introduce students to AI and machine learning tools to draw managerial insights from data. Through this course, students will learn about methods such as classification trees and neural networks, and apply these methods across business applications settings such as marketing, finance, healthcare and other business areas. Recommended Prerequisite(s): MGMT 665

**MGMT 680 - CUSTOMER LIFETIME VALUE**
**Short Title:** CUSTOMER LIFETIME VALUE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Customer Lifetime Value (CLV) is a metric of burgeoning interest for firms, venture capitalists, financial analysts, and marketers. In this course, students learn how to build powerful and predictive data-driven CLV models. Topics covered include valuing firm equity using customer data, using RFM segmentation for direct marketing, customer acquisition and retention, and measuring the impact of a loyalty program.

**MGMT 681 - MANAGING CUSTOMER PERCEPTIONS**
**Short Title:** MANAGING CUSTOMER PERCEPTIONS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course is designed to offer you an overview of the major principles of persuasion. The emphasis will be on developing a marketing communications approach that will fit into a firms' marketing program. The course will cover how to set effective communication objectives, decide what to communicate and how to develop a message execution approach.

**MGMT 682 - PRICING STRATEGIES**
**Short Title:** PRICING STRATEGIES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Study of the paradigm that success of a product lies not only in its acceptance by the end consumer but also in how it is priced and how it reaches the intended consumer, with emphasis on understanding and analyzing the issues, problems, and opportunities characteristic of the channel relationship and of the various faces of pricing.

**MGMT 683 - INTRODUCTION TO BRAND STRATEGY**
**Short Title:** INTRODUCTION TO BRAND STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to Brand Strategy is designed to introduce students to core branding concepts through case analysis (done out of class) and branding exercises completed in class within brand teams including: brand audit, brand positioning, brand platform. Brand strategy elements to be introduced include: choice between branded house vs house of brands; sponsored and endorsed brands; brand architecture and brand portfolio; brand equity. Mutually Exclusive: Cannot register for MGMT 683 if student has credit for MGMT 684.

**MGMT 684 - BRAND STRATEGY**
**Short Title:** BRAND STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Brand Strategy course is designed to build on your first-year MBA marketing course and will explore the elements of brand strategy to build capabilities on brand management and how brands drive business strategy and long-term value: what it is, what it is not, how to manage, execute, measure and value. Mutually Exclusive: Cannot register for MGMT 684 if student has credit for MGMT 683.

**MGMT 686 - INTRODUCTION TO MARKETING RESEARCH**
**Short Title:** INTRO TO MARKETING RESEARCH
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Students will learn the most common methods managers use to gain insight about customers and markets as well as the objectives/advantages/disadvantages associated with different research designs such as qualitative methods, surveys and experiments. Students will not learn specific analytic methods but rather how to design studies to yield valid results.

**MGMT 687 - MARKETING ANALYTICS**
**Short Title:** MARKETING ANALYTICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Marketing is evolving from an art to a science, with data playing a central role in decision-making. This course gives students the tools to apply analytics to pricing and promotions, focusing on causal inference to understand the true impact of business decisions. A key part of the course is learning to identify which data can—and cannot—answer specific managerial questions, and how careful planning can simplify analysis and boost confidence in the results. This class is very practical and hands-on, working with real-world data from collaborations with leading retailers and consulting firms that bring real challenges into the classroom. Designed for students aiming for careers in consulting, marketing analytics, product management, or strategy development, the course blends theory with coding exercises in R (no prior experience needed). Rather than focusing on advanced statistics or programming, the course prepares students to act as effective bridges between data science teams and managers.

**MGMT 688 - CONSUMER INSIGHTS**
**Short Title:** CONSUMER INSIGHTS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Drawing on established theoretical frameworks of cognitive and social psychology, this course examines three aspects of consumer behavior: (1) individual, social and cultural influences on consumers, (2) psychological mechanisms of pre- and post-consumption processes such as decision-making and attitude formation and change, and (3) methodological issues in consumer analysis. Implications for strategy as well as marketing program design, measurement and execution are discussed. These topics will be studied through discussion of academic articles, cases and projects.

**MGMT 690 - HEALTHCARE STRATEGY**
**Short Title:** HEALTHCARE STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Healthcare sector, which includes areas such as health care delivery, payment, pharmaceuticals, medical equipment, etc., is an important part of any economy and society in all countries of the world including the US. This sector presents an exciting platform for upcoming business leaders in pursuit of a promising and transformational professional career. This elective course offer students interested in this sector the opportunity to study and review core strategy concepts, analytical techniques, and frameworks relevant to developing, evaluating, and implementing value-creating strategies for organizations operating in various sectors of the healthcare space. Instructor Permission Required.

**MGMT 691 - BREAKTHROUGH NEGOTIATIONS IN APPLIED CONTEXTS**
**Short Title:** BREAKTHROUGH NEGOTIATIONS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 513 or MGMP 709 or MGMW 709 or MGMT 711 or EMBA 912
**Description:** This course focuses on designing and conducting breakthrough negotiations in context, using the healthcare context as an example. It introduces a dynamic model and illustrates how negotiators should consider characteristics of a specific context in formulating and executing their negotiation strategies. The course uses a variety of exercises and simulations in the healthcare context to facilitate students' understanding and internalizing of the framework and to sharpen their skills in contextualizing their negotiation strategies.

**MGMT 692 - CUSTOMER-FOCUSED STRATEGY FOR HEALTHCARE**
**Short Title:** CUSTOMER-FOCUSED HC STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course is designed to teach the concepts of customer-focused strategy in a healthcare context. The course should be useful to middle/upper-level administrators, physicians, and other professionals in the healthcare sector and includes: (1) Marketing strategy and implementation in healthcare and (2) Understanding client needs and monitoring metrics.

**MGMT 693 - NEW PRODUCT DEVELOPMENT AND MANAGEMENT**
**Short Title:** NEW PRODUCT DEVELOPMENT & MGMT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction of new products to the market is a task of marketing executives whether in a startup or a large company, selling products or services, and for both B2C and B2B. Notably, 90% of new products fail. With this in mind, students learn the process, methodologies, and techniques of successful new product management. We focus on the product management process: (1) opportunity identification, (2) idea generation, (3) design, (4) test, (5) launch and analyze. The approach to each step is based on state-of-the-art frameworks, concepts, and tools that have been validated by innovative companies. Through lectures, case analysis, class discussions, in-class exercises, and a project, we address the challenge of bringing to market elegant and efficient solutions to meet strong customer needs.

**MGMT 694 - INTERCULTURAL MARKETING**
**Short Title:** INTERCULTURAL MARKETING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course teaches the building blocks of intercultural marketing, introducing frameworks for understanding the impact of cultural conditioning on international marketing strategy. It aims to help the students deepen their understanding of cultural influence, improve their intercultural marketing competencies, and increase their ability to deal with unpredictable and often ambiguous marketing contexts resulting from globalization.

**MGMT 695 - VALUE-BASED HEALTHCARE**
**Short Title:** VALUE-BASED HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Value-based care is a framework for restructuring health care systems around the globe with the overarching goal of value for patients. Value-based care requires better value measurement models, different models of organization and coordination, process improvements, and new reimbursement models. In this course, that integrates concepts from finance, accounting, strategy, and general management, students 1) explore innovative health care practices and value initiatives in action, 2) learn how to improve the care delivery process through the rigorous measurement and management of outcomes, and 3) learn how to implement an effective value measurement system across an organization.

**MGMT 696 - MOBILITY AND ENERGY TRANSFORMATION DYNAMICS**
**Short Title:** MOBILITY AND ENERGY DYNAMICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This energy transition short course explores the intersecting transformations in the transportation and energy sectors. While considering mobility modes, energy sources and delivery channels in a global context, the course will consider on and off-road mobility and energy systems, and related policies in the United States. Student teams consider industrial, investment, and policy initiatives that have the potential to deliver a significantly cleaner, safer, cheaper, and more accessible mobility system in the U.S. while managing financial and social costs of the transition.

**MGMT 697 - STRATEGIES FOR PROBLEM SOLVING**
**Short Title:** STRATEGIES FOR PROBLEM SOLVING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course is focused on identifying and developing logical tools for gaining precise insights into what are otherwise complex and seemingly intractable real life situations. The format is one of in-class group case solutions from the perspective of business consultants, followed by class discussion of the specific tools that works for broad classes of alike problems.

**MGMT 698 - APPLIED OPERATIONS OPTIMIZATION**
**Short Title:** APPLIED OPS OPTIMIZATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** An analytic introduction to the design and integration of successful operations tactics both within the organization and across the supply chain. The course focuses on quantitatively understanding, managing and improving processes and flows of products, customers, and information and using measurable techniques to address bottlenecks, manage inventory, improve quality, and other strategic issues in operations.

**MGMT 699 - CAPITAL INVESTMENT IN HEALTHCARE**
**Short Title:** CAPITAL INVESTMT IN HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course focuses on investment in the healthcare industry when the economic underpinnings have been challenged and are in transition. Students will gin and overview of the U.S. healthcare industry and the legislative and policy revisions impacting the economy of healthcare and will learn frameworks for evaluation capital investment decisions amid changes in policy and payment models.

**MGMT 700 - INDEPENDENT STUDY**
**Short Title:** INDEPENDENT STUDY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Independent Study
**Credit Hours:** 0.75-3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Independent study or directed reading on an approved project under faculty supervision. Contact MBA program office for application information. No more than 3 credit hours of independent study will count towards graduation unless approved by the Jones School Academic Standard Committee. Department Permission Required. Repeatable for Credit.

**MGMT 701 - MARKETING EXPERIMENTATION**
**Short Title:** MARKETING EXPERIMENTATION
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course will focus on gathering interpretable and actionable information from your customers via experiments and surveys. The first part of the course will focus on measurements: what you want versus what you can get. Then we will run actual surveys or online experiments and present the outcomes.

**MGMT 702 - RICE BUSINESS INTERNATIONAL STUDY**
**Short Title:** RICE BUSINESS INTL STUDY
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Rice Business offers opportunities for students to attend international seminars hosted by other business schools around the world. These seminars, typically lasting one to three weeks, bring together MBA students from top programs around the world to focus on contemporary local and global business issues. Department Permission Required. Repeatable for Credit.

**MGMT 703 - FIELD STUDY IN AMERICAN BUSINESS I**
**Short Title:** FIELD STUDY - AMERICAN BUS I
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hour:** 1
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The purpose of this course is to expose students to the American business enterprise. This exposure is accomplished through two primary means: (1) readings about the drivers of success in U.S. firms; and (2) a summer internship with a firm in the United States. The readings are meant to complement much of your course work in the first year of the MBA program. A final paper is due at end of summer to summarize experience. Instructor Permission Required.

**MGMT 704 - FIELD STUDY IN AMERICAN BUSINESS II**
**Short Title:** FIELD STUDY - AMERICAN BUS II
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hour:** 1
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The purpose of this course is to expose students to the American business enterprise. This exposure is accomplished through two primary means: (1) readings about the drivers of success in U.S. firms; and (2) a fall internship with a firm in the United States. The readings are meant to complement much of your course work in the second year of the MBA program. Report due at end of term summarizing work experience.

**MGMT 705 - FIELD STUDY IN AMERICAN BUSINESS III**
**Short Title:** FIELD STUDY - AMERICAN BUS III
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hour:** 1
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The purpose of this course is to expose students to the American business enterprise. This exposure is accomplished through two primary means: (1) readings about the drivers of success in U.S. firms; and (2) a spring internship with a firm in the United States. The readings are meant to complement much of your course work in the second year of the MBA program. Department Permission Required.

**MGMT 706 - ANALYTICS IN HEALTHCARE**
**Short Title:** ANALYTICS IN HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course introduces a data-driven culture in healthcare operations and patient care. Lectures cover fundamentals of data management, analytics maturity models, and using data to enhance collaboration and research. Invited speakers cover applications of machine learning and AI for healthcare automation. Overall goal is delivering value-based healthcare with enhanced safety.

**MGMT 707 - ADVANCED MARKETING RESEARCH**
**Short Title:** ADVANCED MARKETING RESEARCH
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Students focus on conjoint analysis, a state-of-the-art method for discovering consumer preferences. This framework enables a quantitative approach to new product design that encompasses analysis of market share, segmentation, targeting, and positioning. In this project-based course, student teams design a set of new product concepts using conjoint analysis, analyze related survey data, and present a data-driven strategic marketing plan for their chosen concept.

**MGMT 708 - PRICING STRATEGIES: OIL & GAS INDUSTRY**
**Short Title:** PRICING STRATEGIES-OIL&GAS IND
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** In rapidly changing business environments, with global competition and maturing markets, demonstrating in-market growth and competitive advantage is extremely important. This class explores how companies utilize existing information and custom data to create frameworks that facilitate strategic growth-oriented decisions. The class also focuses on new trends in digital transformation within O&G markets with Pricing and Sales effectiveness as the focus. Class sessions will emphasize experimental learning and will include a combination of case studies, real-time business examples and hands-on fieldwork where applicable.

**MGMT 709 - DATA-DRIVEN MARKETING**
**Short Title:** DATA-DRIVEN MARKETING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to key data-driven marketing concepts and both qualitative and quantitative tools that underly marketing strategy and tactics - including product, price, promotions, and place (4P's).

**MGMT 710 - LEADERSHIP ILE**
**Short Title:** LEADERSHIP ILE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Students engage in an intensive learning experience to grow their leadership skills. Each student serves as the interim CEO of a manufacturing company, leading the management team responsible for strategy, marketing, financing, operations, research, and development. Students analyze financial, consumer, and operations data and develop tools to make predictions in an uncertain and changing marketplace. Keeping the company profitable - or even out of bankruptcy - is itself a challenge. In addition, the team faces difficult situations throughout the simulation that test skills learned in the core organizational behavior course and other core courses.

**MGMT 711 - NEGOTIATIONS ILE**
**Short Title:** NEGOTIATIONS ILE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course provides opportunities for students to experience different phases of two-party, multi-party, and team negotiations. Its interactive format facilitates development of analytical and behavioral skills for effective negotiation. Topics include diagnosing conflict, decision making, adversarial vs. cooperative strategies, ethical and cultural factors, and third-party intervention.

**MGMT 712 - PROCESS MANAGEMENT AND QUALITY IMPROVEMENT**
**Short Title:** PROCESS MGMT & QUALITY IMPROV
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Operating Process Excellence is a fundamental driver of business success in terms of the efficiency and effectiveness of operations processes and their alignment to an organization's business strategic intent. This course provides students with tools, techniques, and frameworks for recognizing and addressing operating performance improvement opportunities along with a process-centric lens with respect to commercial competitiveness.

**MGMT 713 - STRATEGIC ISSUES FOR GLOBAL BUSINESS**
**Short Title:** STRAT ISSUES FOR GLOBAL BUS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Seeks to provide students with the skills, knowledge and sensitivity required to attain and maintain sustainable competitive advantage within a global environment. Emphasizes a strategic perspective and highlights topics such as global environment analysis, global strategy, global strategic alliances, and the important role of organizational structure and strategic control.

**MGMT 714 - CAREER STRATEGY**
**Short Title:** CAREER STRATEGY
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** You will deploy business strategy principles to develop your own career strategy: determine your long-term aspirations, set a long-term plan of initiatives to build the strengths and presence needed to realize those aspirations, prepare to find opportunities to execute that plan in the short-term, and decide which opportunity to accept. Instructor Permission Required.

**MGMT 715 - STRATEGIC INNOVATION AND COMPETITIVE ADVANTAGE**
**Short Title:** STRATEGIC INNOV & COMP ADV
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course will help students apply the key strategic management frameworks and concepts into the innovation management context in technology industries and help them understand that innovation is an essential and integral part of strategic management. Within this strategic perspective, this course draws upon strategic management, organization theory, product innovation, and technology management for analytical tools to address important challenges faced by managers in technology-based firms.

**MGMT 716 - PROCESS IMPROVEMENT INTENSIVE**
**Short Title:** PROCESS IMPROVEMENT INTENSIVE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Process performance improvement requires a fundamental set of analytical and statistical tools, along with the critical-thinking skills to apply them effectively in the correct sequence during a project. In this course, students will learn key process improvement tools, how they are planned and applied, and how to interpret their output. Additionally, the course provides a detailed Lean Six Sigma roadmap for leading a process improvement project from codifying the business problem, understanding baseline state, identifying root causes to performance shortfalls, developing and implementing the solution through to sustaining improved performance.

**MGMT 717 - PROJECT MANAGEMENT**
**Short Title:** PROJECT MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course focuses on the fundamentals of project management. Students will have the opportunity in this course to apply many of the subjects discussed in the MBA program in practical ways through case studies and consulting with company project managers.

**MGMT 718 - ENERGY ASSETS**
**Short Title:** ENERGY ASSETS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course introduces students to a structured approach for managing and valuing physical energy assets. The focus is on investment and operating decisions in the context of modern energy value chains in the ongoing transition toward net zero emissions. Students build and apply business analytics models of the physical assets to (i) develop a conceptual understanding of how operational levers and market and technical risks affect optimal choices and (ii) enhance managerial effectiveness in this space.

**MGMT 719 - SUPPLY CHAIN MANAGEMENT**
**Short Title:** SUPPLY CHAIN MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Developing strategies to optimize the integrated planning and execution of processes that facilitate the flow of materials, information and financial capital. Topics explored include Materials Demand Planning, Procurement Systems, Inventory Management, Strategic Sourcing, Supplier Relationship Management, Logistics and Asset Management.

**MGMT 720 - GENAI: STRATEGY AND INTEGRATION**
**Short Title:** GENAI: STRATEGY & INTEGRATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 803 (may be taken concurrently)
**Description:** With the advent of genAI and foundational 'off-the-shelf' AI models, the cost to implement AI has plummeted. The paradigm has shifted for all knowledge work. This course offers a comprehensive overview of the ever-evolving AI landscape, providing students with insights into its foundational principles, cutting-edge applications, and the strategic integration of AI into modern businesses. With a blend of theoretical discussions, hands-on tool explorations, and real-world case studies featuring industry leaders, students will gain the knowledge and confidence to spearhead AI initiatives in their organizations.

**MGMT 721 - BUSINESS LAW**
**Short Title:** BUSINESS LAW
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines the broad subject of law as it relates to business and is designed to help the student develop "legal astuteness." That is, the ability to communicate effectively with counsel and to work together with counsel to solve complex problems and/or to protect and leverage the firm's resources. It is designed to be a guide to understanding how the law impacts daily management decisions and business strategies, to spotting legal issues before they become legal problems, and to using laws and legal tools to marshal resources and manage risk.

**MGMT 722 - SUPPLY CHAIN MANAGEMENT: MAINTAINING AND OPTIMIZING VALUE**
**Short Title:** SUPPLY CHAIN: OPTIMIZING VALUE
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Executing sourcing strategies for materials or services that sustain value, drives performance, encourages innovation and ethical behaviors. Topics explored include Operations to Commercial Translation, Contract Negotiation, Contracting, Performance Management, Risk Assessment, Risk Mitigation, Supplier Relationships, Stakeholder Engagement and Communication.

**MGMT 724 - SOCIAL ENTREPRENEURSHIP – PRACTICAL BUSINESS PLANNING**
**Short Title:** SOCIAL ENTREPRENEURSHIP
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This practical course will study social entrepreneurship and its ability to create social change by applying business principles and earned income strategies. Light on Powerpoint slides and theory, and heavy on real-world leadership and discussions, students will consider social enterprise solutions to real social needs, and write a business plan utilizing knowledge gained throughout their MBA program.

**MGMT 725 - INTELLECTUAL PROPERTY STRATEGY FOR ENTREPRENEURS: LEGAL AND STRATEGIC ASPECTS**
**Short Title:** IP FOR ENTREPRENEURS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course provides a practical, business-oriented overview of three important strategic considerations for a new enterprise: (1) Identifying and monetizing the business's potential intellectual property; (2) identifying and addressing other people's IP-ownership claims, including data-privacy considerations; and (3) long-term planning for a liquidity event.

**MGMT 726 - FIXED INCOME PRACTICUM I - RICE FI FUND**
**Short Title:** FIXED INCOME PRACTICUM I
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 (may be taken concurrently) and MGMT 645 (may be taken concurrently)
**Corequisite:** MGMT 651
**Description:** The first course in the two semester sequence where students gain hands-on experience in managing fixed income portfolios. Students manage both the Rice FI Fund, a $2.5 million Rice University endowment bond portfolio, and a simulated long-term portfolio. Students use Finance Center resources to conduct in-depth quantitative and qualitative analysis of sectors and individual securities across different fixed income asset classes, develop portfolio strategies, and manage risk and return. This applied course builds on foundations provided in MGMT 651, a co-requisite. Admission is by application only. Instructor Permission Required. Repeatable for Credit.

**MGMT 727 - FIXED INCOME PRACTICUM II - RICE FI FUND**
**Short Title:** FIXED INCOME - PRACTICUM II
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Internship/Practicum
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 and MGMT 726 and MGMT 645 (may be taken concurrently)
**Description:** The second course in the two semester sequence where students gain hands-on experience in managing fixed income portfolios. Students manage both the Rice FI Fund, a $2.5 million Rice University endowment bond portfolio, and a simulated long-term portfolio. Students use Finance Center resources to conduct in-depth quantitative and qualitative analysis of sectors and individual securities across different fixed income asset classes, develop portfolio strategies, and manage risk and return. Admission is for students continuing from MGMT 726 only, who have been accepted by application only. Instructor Permission Required.

**MGMT 728 - REAL ESTATE DEVELOPMENT SEMINAR**
**Short Title:** REAL ESTATE DEV. SEMINAR
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Real Estate Development course follows the development process from an entrepreneurial and "deal making" point -of-view.

**MGMT 729 - CURRENT ISSUES IN TECHNOLOGY MANAGEMENT**
**Short Title:** CURRENT ISSUES IN TECH MGMT
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Companies that successfully select, adopt, and exploit technology gain a competitive advantage. Business leaders, executives, strategists, innovators and line managers each play a key role. Their decisions and actions determine a business's ability to leverage technology successfully. In the classroom, our focus will be on current technology related issues faced by businesses, including security, privacy and emerging technologies such as AI and IoT. We will examine these topics through recent research and use case studies to develop strategies students can use in their environment. The course is focused on managing business impact, business risk, and externalities related to technology. It is not industry specific and no prior technical knowledge is required.

**MGMT 730 - APPLIED STRATEGY AND CONSULTING**
**Short Title:** APPLIED STRATEGY & CONSULTING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** (MGMT 570 or MGMP 570 or MGMW 570 or EMBA 991)
**Description:** This course draws together core MBA curriculum theory and provides the methodologies, tools, and hands-on experience for students to practically design comprehensive, real-world strategic plans for businesses and non-profits. Through a combination of lecture and hands-on application experience, students will become more confident working in the different parts of a strategic planning cycle.

**MGMT 731 - REPUTATION MANAGEMENT**
**Short Title:** REPUTATION MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Companies with strong reputations gain competitive advantage. However, reputation is not a tangible attribute of a firm, but rather an intangible asset held in the minds of the firm's constituents. The goal of this course is to provide students with analytical tools to assess how an organization can build, damage, and repair its reputation.

**MGMT 732 - TECH PRODUCT MANAGEMENT**
**Short Title:** TECH PRODUCT MGMT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This is a project based course where students choose a product and practice managing it. Students will learn how to set a vision, empathize with the user, prioritize, create product management artifacts and best practices when working within agile frameworks. This course is intended for students who want to understand the role of a product manager at a technology company, manage their own product offering as an entrepreneur, or learn how to apply agile product management techniques to their own careers.

**MGMT 733 - STRATEGIES FOR GROWTH**
**Short Title:** STRATEGIES FOR GROWTH
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** (MGMW 570 or MGMP 570 or MGMT 570 or EMBA 991) and (MGMW 571 or MGMP 571 or MGMT 571 or EMBA 993)
**Description:** This course focuses on examining various strategies that companies can adopt to achieve sustainable and profitable growth. The course will use a variety of real-life cases of companies and supplement them with relevant readings, lectures, or other exercises, as necessary.

**MGMT 734 - TECHNOLOGY COMMERCIALIZATION LAB**
**Short Title:** TECH COMMERCIALIZATION LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 621 (may be taken concurrently) or MGMT 927 (may be taken concurrently)
**Description:** The goal of this course is to provide the student with exposure to entrepreneurship through early stage technology commercialization. Evaluation of opportunities, business model, capitalization, and early operations are covered, with a focus on applying knowledge learned in the New Enterprises course to a discrete technology spinning out of a Rice affiliated research lab. You will gain first-hand experience in dealing with the unique challenges and pathways for translating a research prototyping into a commercial product. A significant amount of time will be spent on university to business transitions and in thinking about how to take research discoveries and create a business, team, and strategy for new and disruptive innovations. Instructor Permission Required.

**MGMT 735 - MARKETING LAB**
**Short Title:** MARKETING LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 1.5-3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** (MGMT 580 or MGMP 580 or MGMW 580 or MGMT 880) and (MGMT 680 or MGMT 681 or MGMT 682 or MGMT 684 (may be taken concurrently) or MGMT 686 or MGMT 707 or MGMT 778)
**Description:** This course affords students the opportunity to apply their academic marketing knowledge to a real-world project, in a consultative role with a firm that serves as the client/project sponsor. Clients represent a variety of industries and challenge their student-managed teams to address a focused and strategically important marketing-related problem. In addition to core marketing, students must have taken at least one marketing elective.

**MGMT 736 - LEADERSHIP IN A WORLD ON FIRE**
**Short Title:** LEADERSHIP IN A WORLD ON FIRE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course examines strategic and moral perspectives on grand challenges and social-environmental problems facing businesses. Examples of such issues include: pandemic, accelerating climate change, corporate social responsibility (CSR) and citizenship, bottom of the pyramid, inequality, and demands for justice. Through active discussion, the course focuses on implications of grand challenges for business leadership.

**MGMT 737 - SPECIAL TOPICS IN ENERGY FINANCE**
**Short Title:** SPECIAL TOPICS IN ENERGY FIN.
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 606 (may be taken concurrently)
**Description:** This course covers the valuation and financing of new or non-traditional energy projects, including renewable energy projects, carbon sequestration, and enhanced recovery techniques.

**MGMT 738 - INTRODUCTION TO PROCESS IMPROVEMENT**
**Short Title:** INTRO TO PROCESS IMPROVEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Operational Process Excellence, focused on the efficiency and effectiveness of operations processes, is a fundamental driver of business success. This course provides students with hands-on experience with simple tools, techniques, and frameworks for recognizing and addressing performance improvement opportunities. Students develop a process-centric lens with which to consider commercial competitiveness.

**MGMT 739 - ENERGY TRANSITION INVESTING**
**Short Title:** ENERGY TRANSITION INVESTING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** In this course students learn about sectors in the energy transition, renewable power, battery storage, carbon capture, hydrogen and renewable fuels sectors from an investor's point of view. Acting as a private equity firm, student teams establish an investment thesis for which sectors to deploy capital and pitch their fund to a mock board of limited partners.

**MGMT 740 - STUDENT VENTURE FUND: EVALUATING STARTUP INVESTMENT OPPORTUNITIES**
**Short Title:** STUDENT VENTURE FUND
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 626
**Description:** Students will identify, screen, and evaluate start-ups for investment by the Rice venture capital fund. Through this highly experiential course, students will learn tools for rigorously evaluating startup ventures for investment, valuing early stage companies, and structuring investments. Students will present their investment recommendations to an advisory committee. Graduate/Undergraduate Equivalency: BUSI 465. Mutually Exclusive: Cannot register for MGMT 740 if student has credit for BUSI 465.

**MGMT 741 - QUANTITATIVE MARKETING MODELS**
**Short Title:** QUANTITATIVE MARKETING MODELS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course will leverage quantitative marketing analysis for important marketing problems such as churn forecasting, uncovering customer psychographics through surveys, segmentation, targeting, and positioning. Quantitative tools such as probabilistic models, factor analysis, cluster analysis, and perceptual maps will be introduced, which have a wide array of applications in marketing. Real-world case studies on firms such as Blue Apron and Ford will highlight the value of these quantitative tools.

**MGMT 742 - REAL ESTATE PRIVATE EQUITY**
**Short Title:** REAL ESTATE PRIVATE EQUITY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** In this course, students first understand the roles and responsibilities within a real estate private equity firm (including limited and general partner roles) and compensation and incentive structures typically seen in real estate private equity funding models. We focus on assessing risk and return in private real estate investments portfolios and analyzing relative valuations. Students learn how to construct a private investment portfolio, how to make buy and sell decisions from a portfolio perspective, and how to manage risks on behalf of fund investors. The course benefits from guest speakers addressing management and investment issues from both the limited and general partner perspectives. Students prepare an investment proposal and present the investment thesis to a mock investment committee.

**MGMT 743 - CORPORATE TREASURY AND THE CAPITAL MARKETS**
**Short Title:** TREASURY AND CAPITAL MARKETS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course offers an introduction to the corporate treasury and capital markets from a practitioner's perspective. The emphasis is on providing insight into the treasury function and corporate management of cash, investments, debt, foreign exchange, relationships with financial institutions and market risks (foreign exchange, interest rate, and commodity). The focus of the course is providing a practical understanding of corporate engagement with the capital markets.

**MGMT 744 - SERVICES OPERATIONS**
**Short Title:** SERVICES OPERATIONS
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 574 or MGMW 574 or MGMP 574 or MGMT 874
**Description:** This course aims to provide students with a theoretical and practical understanding of current operational challenges faced by service organizations. It explores both quantitative and qualitative tools and methods for the effective planning, design, marketing, management, and improvement of service operations.

**MGMT 745 - POLITICAL RISKS IN ENERGY INVESTMENTS**
**Short Title:** POLITICAL RISKS IN ENERGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course centers on understanding the sources of political risks in energy investments. After introducing the political economy of investment in oil, gas, and renewables, we analyze the structural factors that shape risk during the life cycle of a project. We examine how the institutional environments of the host jurisdictions impact risk and evaluate the strategies companies may use to manage the evolving risk dynamics (including the effects of the energy transition). The course rests on discussion of real case studies, with a particular focus on Latin America and illustrations from current events.

**MGMT 746 - REAL PROPERTY**
**Short Title:** REAL PROPERTY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This is a case-based course for students interested in a career in real estate asset management. The class goals are to show how the major property types work and how to analyze and value real property. The course is rigorous and active participation in the case discussions is expected.

**MGMT 747 - REGULATORY ENVIRONMENT OF BUSINESS**
**Short Title:** REG ENVIRONMENT OF BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines the broad subject of government regulation of business and financial markets and is designed to help the student develop what the authors of the text term "legal astuteness." That is, the ability to exercise informed judgment based on context-specific knowledge of the law and the regulatory environment. To achieve this, we will apply the methodology of neoclassical economic analysis to understand the role and function of government and governmental decision-making; explore the intersection between economics and the law; and learn to spot legal issues before they become grounds for termination, lawsuits, or criminal indictments. Emphasis is placed on high impact regulatory programs, such as antitrust, security regulation, civil rights, and environmental laws.

**MGMT 748 - OPERATIONS IMPROVEMENT: TOOLKIT**
**Short Title:** OPS IMPROVEMENT: TOOLKIT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Process performance improvement requires a fundamental set of analytical and statistical tools. This course provides students with the knowledge of key process improvement tools including how their uses are planned and applied and how to interpret their output. This is accomplished through lectures and through exercises that require hands-on practical application of the tools.

**MGMT 749 - OPERATIONS IMPROVEMENT: METHODOLOGY**
**Short Title:** OPS IMPROVEMENT: METHODOLOGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 748 (may be taken concurrently)
**Description:** This course provides students with a detailed Lean Six Sigma roadmap and critical-thinking skills for leading a process improvement project from codifying the business problem, understanding baseline state, identifying root causes to performance shortfalls, developing and implementing the solution, and sustaining improved performance.

**MGMT 750 - OPERATIONS OF HEALTHCARE SYSTEMS**
**Short Title:** OPS OF HEALTHCARE SYSTEMS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 574 or MGMP 574 or MGMW 574 or MGMT 874
**Description:** This course provides a comprehensive overview of healthcare systems, their challenges and opportunities, and strategies for improvement. Students will learn about the current US healthcare system, its structure, financing, and delivery, as well as emerging trends and policy issues. They will also develop skills in systems analysis, design, and improvement, and learn how to apply these skills to real-world healthcare challenges.

**MGMT 751 - ECONOMICS OF HEALTH CARE SECTORS**
**Short Title:** ECON OF HEALTH CARE SECTORS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**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:** Repeatable for Credit.

**MGMT 752 - SUPPLY CHAIN MANAGEMENT LAB**
**Short Title:** SUPPLY CHAIN MANAGEMENT LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 719
**Description:** This course provides students the opportunity to build their operations and supply chain management skills through a hands-on, real-world project with a client company. Students work in 3–4 member teams, alongside representatives from the client organization, to address and resolve a meaningful supply chain issue. In addition to project execution activities, teams meet weekly to discuss project progress as well as associated obstacles and challenges. Instructor Permission Required.

**MGMT 753 - OPERATIONS LAB: HEALTH CARE**
**Short Title:** OPERATIONS LAB: HEALTH CARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 748
**Description:** This course provides the needed skills, along with the experience of leading and facilitating change in a live, healthcare environment with actual processes, staff and business value on the line. Students are paired, given a real business problem in a major Houston healthcare system and guided to deliver the solution, implementation plan and control plan. Instructor Permission Required.

**MGMT 754 - REAL ESTATE INVESTMENTS LAB**
**Short Title:** REAL ESTATE INVESTMENTS LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 659 or MGMT 667 or MGMT 669
**Description:** Learn how to invest in Apartments, Retail Centers, Offices, Industrial & other properties and master the Underwriting process. Opportunity to learn from seasoned Investors and network with property owners, brokers, and lenders. Students will originate/review real deals, conduct market and financial analysis, structure partnerships, identify & manage risks, and present to a real investment committee.

**MGMT 755 - DUE DILIGENCE IN COMMERCIAL REAL ESTATE**
**Short Title:** DUE DILIGENCE IN REAL ESTATE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course will cover the due diligence conducted in the acquisition of commercial real estate through a case study of two retail projects; an income-producing project and the other a value-added project. Students will evaluate due diligence materials for a third income-producing asset and make a recommendation on whether to acquire the project based on their analysis.

**MGMT 756 - CORPORATE REAL ESTATE POST PANDEMIC**
**Short Title:** CORP REAL ESTATE POST PANDEMIC
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** In this short course, students explore the current pandemic and prior crises to understand the impacts on personal, organizational and market resiliency particularly as it relates to office work and, therefore, strategic corporate real estate management. In an applied setting, students gain key insights to prepare for the future of work and the workplace as business leaders.

**MGMT 757 - REAL ESTATE LAB: DEVELOP, DESIGN AND CONSTRUCTION**
**Short Title:** RE LAB:DEVELOP DESIGN CONSTR
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 659 (may be taken concurrently) or MGMT 667 (may be taken concurrently) or MGMT 669 (may be taken concurrently)
**Description:** . Cross-list: ARCH 691. Repeatable for Credit.
**Course URL:** www.arch.rice.edu/academics/current-courses (http://www.arch.rice.edu/academics/current-courses/)

**MGMT 758 - ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) ISSUES IN STRATEGY**
**Short Title:** ESG ISSUES IN STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Organization's success does not only depend on its strategic repertoire within a given market, but also on how well it incorporates environmental, social, and governance (ESG) factors in its strategy. By engaging with peer organizations, non-governmental agencies, the media, and other external stakeholders, firms can proactively identify and address ESG issues. Consideration of ESG factors in strategy can help simultaneously achieve a long-term competitive advantage as well as enhance a firm's social and environmental impact. The goal of this course is to provide you with analytical tools that help managers assess a firm's broader environment and make decisions that are beneficial for the firm and for society at large.

**MGMT 759 - DIGITAL TRANSFORMATION**
**Short Title:** DIGITAL TRANSFORMATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Using real cases across industries and visits of industry experts, Digital Transformation is designed to equip students to confidently conceive, lead and execute digital innovation and transformation initiatives and develop new business models for existing and insurgent organizations.

**MGMT 760 - E-LAB: VENTURE CAPITAL**
**Short Title:** E-LAB: VENTURE CAPITAL
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Laboratory
**Credit Hours:** 1.5-3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 626 (may be taken concurrently)
**Description:** Students learn by working with early stage investors including angel and venture capital organizations. Students learn through hands on support and are expected to be at the sponsoring organizations office 8 - 10 hours per week and attend investor pitches. The Venture Capital E-Lab is not a standard class and requires meeting off campus. To apply for this course visit http://lilie.link/elab-app. Instructor Permission Required. Repeatable for Credit.

**MGMT 761 - E-LAB: ENTREPRENEURSHIP THROUGH ACQUISITION**
**Short Title:** E-LAB: ENTREP THRU ACQUISITION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 1.5-3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 627
**Description:** Students follow the processes learned in MGMT 627 to acquire an existing business or start a search fund. Students develop selection criteria, network to connect with sellers, conduct preliminary due diligence, perform a business valuation, develop potential deal structures and have the opportunity to move forward on any potential opportunities on their own after graduation. Students attend a check-in class every other week to present updates and receive feedback from faculty, students and alumni mentors. To apply for this course visit http://lilie.link/elab-app. Instructor Permission Required.

**MGMT 762 - E-LAB: NEW ENTERPRISE**
**Short Title:** E-LAB: NEW ENTERPRISE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 1.5-3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 621 or MGMT 927
**Description:** Students working on their own startup have the opportunity to apply the processes learned in the New Enterprise course to their startup. Students attend a check-in class every other week to present updates and receive feedback from faculty, students and alumni mentors. To apply for this course visit http://lilie.link/elab-app. Department Permission Required. Repeatable for Credit.

**MGMT 763 - ENTREPRENEURSHIP LAB**
**Short Title:** ENTREPRENEURSHIP LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 531 and MGMT 627
**Description:** Two tracks are available in the Entrepreneurship Lab: New Enterprise and Enterprise Acquisition. In the New Enterprise track, students apply the processes and lessons from the New Enterprise course to further evaluate and continue working on a startup idea. In the Enterprise Acquisition track tudents develop their own acquisition plan and can start the process to acquire a company, support an active student or alumni searcher, or start their own Search Fund. In both tracks, students are assigned a coach and attend check-in meetings to present updates and receive feedback from faculty, mentors and other students in the course. Department Permission Required.

**MGMT 764 - INTRODUCTION TO DESIGN THINKING**
**Short Title:** INTRO TO DESIGN THINKING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Design thinking continues to be a core pillar of entrepreneurship and innovation in the private, public, and nonprofit sectors. It is a creative problem-solving process that is based on key principles from human-centered design. By keeping the end user at the center throughout the process, the aim is that you ultimately develop an idea or solution that people using your solution want. In this course, you will collaborate in teams to learn and apply the design thinking approach by understanding the end user, transforming insights into opportunities, and developing solutions using iterative prototyping and experimentation. You'll bring your individual backgrounds and experiences to the table as you build up tangible experience applying design thinking skills to approach problems in a more meaningful, efficient, and resourceful way. Through this course, you'll learn skills to more creatively solve problems throughout your professional (and personal) life as an entrepreneur or an intrapreneur. Mutually Exclusive: Cannot register for MGMT 764 if student has credit for MGMT 625.

**MGMT 765 - IGNITE ENTREPRENEURSHIP**
**Short Title:** IGNITE ILE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The Ignite Trek provides entrepreneurial students the opportunity to meet successful and up-and-coming entrepreneurs in Silicon Valley. Students hear the personal stories of entrepreneurs working to build their companies and learn from the successes (and failures) of the best-and-brightest that Silicon Valley has to offer. Students also have the opportunity to visit startups first-hand and see their innovative work spaces. This is an intense immersion experience with company visits and entrepreneurial speakers throughout the trek. Department Permission Required.

**MGMT 766 - HEALTHCARE INNOVATION AND ENTREPRENEURSHIP LAB**
**Short Title:** HEALTHCARE INNOV & ENTREP LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Students work with nascent medical device startups created out of the Healthcare Innovation and Entrepreneurship course. Students work 10 hours per week on various aspects of a business plan and preparation for business plan competitions.

**MGMT 767 - DATA-DRIVEN INVESTMENTS LAB**
**Short Title:** DATA-DRIVEN INVESTMENTS LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 638 or MGMT 639 (may be taken concurrently)
**Description:** This course is part of the data-driven investments curriculum designed to equip students with an analytical quantitative investment toolkit. Students work in groups to develop, test, and implement investment strategies using Python. The investment strategies are driven using a range of datasets provided by the instructors. Students first explore the data and develop trading ideas and then simulate implementation of their chosen strategy. The course emphasizes understanding the sources of investment performance through analyses of factor and sector exposures, attribution analysis, and performance evaluation. Graduate/Undergraduate Equivalency: BUSI 449. Mutually Exclusive: Cannot register for MGMT 767 if student has credit for BUSI 449.

**MGMT 768 - FOOD INNOVATION AND ENTREPRENEURSHIP**
**Short Title:** FOOD INNOVATION AND ENTREP.
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
**Course Level:** Graduate
**Description:** This is a survey course of contemporary topics in the new food economy. We pay particular attention to social justice issues surrounding the production, distribution, marketing and sales, and consumption of food. A sample of covered topics may include: access to capital for non-traditional agriculture, organic & GMO, new technologies and production and distribution, food waste, food insecurity, food marketing, food assistance policies, and other public policies.

**MGMT 769 - AI FOR CUSTOMER ANALYTICS**
**Short Title:** AI FOR CUSTOMER ANALYTICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course introduces AI tools for large-scale customer text data to draw customer insights. Through this course, students will be introduced to methods such as word embeddings and generative AI (Transformers), and apply these methods across different customer analytics applications such as examining customer topics and generating product insights. Recommended Prerequisite(s): MGMT 665 or MGMT 679

**MGMT 770 - CONSULTATIVE SELLING**
**Short Title:** CONSULTATIVE SELLING
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course introduces students to the communication skills and behaviors required for success in the field of consultative selling, including effective questioning, active listening, assessing client communication style, and delivering persuasive presentations.

**MGMT 771 - DIGITAL MARKETING**
**Short Title:** DIGITAL MARKETING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course provides an introduction to digital marketing and examines ways it should be implemented. In addition to learning fundamental constructs and principles, students will focus on tools and skills needed for setting goals, implementing campaigns, and measuring success. Guest speakers and in-class exercises are used to provide insights and relevancy to this swiftly expanding area of marketing.

**MGMT 772 - INFRASTRUCTURE DEVELOPMENT IN THE ENERGY TRANSITION**
**Short Title:** ENERGY TRANSITION: INFRA DEV
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines the commercial arrangements used by energy companies (traditional and renewable) to design facilities, select contractors, manage construction, and maintain facilities. The course concludes with a simulation in which student teams participate in a bid round to acquire infrastructure contracts and then experience typical risks faced by firms undertaking these large projects.

**MGMT 773 - THE ENERGY TRANSITION LAB**
**Short Title:** ENERGY TRANSITION LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 609 or MGMT 610 or MGMT 612
**Description:** This course gives students the opportunity to apply their knowledge, skills, and experience to explore one of the many opportunities or challenges in the Energy Transition. The Energy Transition is the shift in energy supply mix to meet growing energy consumption while avoiding negative environmental impact. For example, energy security, economic competitiveness and environmental responsibility are important considerations in the decarbonization of the electric grid, transportation, industrial, and building sectors and the increasing reliance on renewable energy sources. In addition, the integration of oil, natural gas and renewable power generation and consumption will leverage information and communication technologies, artificial intelligence, and advance modeling and simulation techniques to accelerate implementation. Students work in 2-, 3- or 4-member teams on an energy topic of interest. Students seek advice and mentorship from outside experts as they consider the impact of actions, investment and policy on relevant NGO, government, industry, consulting, or investment organizations.

**MGMT 774 - LEADING THROUGH COLLABORATION**
**Short Title:** LEADING THROUGH COLLABORATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Collaboration lies at the heart of why we have organizations. Understanding how to motivate and shape collaboration lies at the core of leadership in organizations. Foundational to collaboration is shared understanding: Individuals and teams can only effectively work together when they have the same understanding of what they are trying to achieve, how they will do so, and what the roles of different individuals and teams in that process are. In this course, we explore the importance of such shared understanding for successful collaboration and how leadership can build shared understanding for high-quality performance.

**MGMT 775 - ENERGY AND DIGITAL INFRASTRUCTURE CAPITAL THEMES**
**Short Title:** ENERGY/DIGITAL INFRASTRUCTURE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines the capital themes shaping investment in the modern energy ecosystem and rapidly expanding digital infrastructure sector. Students will explore how emerging technologies, evolving market structures, regulatory dynamics, and shifting capital markets influence credible investment theses across both domains. After establishing a foundational understanding of current energy and digital infrastructure trends, students will work in teams to develop and present a data driven investment project of their choice. We will emphasize the ability to evaluate business opportunities through the lenses of market forces, capital formation, financial performance, sustainability metrics, and enterprise value creation. By the end of the course, students will be able to position, assess, and articulate a compelling investment case grounded in analytical rigor and real world relevance.

**MGMT 776 - INTRODUCTION TO REAL ESTATE INDUSTRY**
**Short Title:** INTRO TO REAL ESTATE INDUSTRY
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** An introductory survey course intended to provide a foundational understanding of the real estate industry. This course aims to be useful to students interested in pursuing a career in the real estate industry who have no or limited experience in real estate. This course is open to MBA students in each program. Outside graduate students can enroll with instructor permission provided space is available.

**MGMT 777 - INVESTMENT BANKING AND MARKETS ILE**
**Short Title:** INVESTMENT BANKING & MARKETS
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Repeatable for Credit.

**MGMT 778 - CUSTOMER EXPERIENCE MANAGEMENT**
**Short Title:** CUSTOMER EXPERIENCE MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines the key issues in managing customer experience in customer-focused service organizations. Its learning objectives are to understand the customer decision journey framework, diagnose and solve problems with journey mapping, design a transformative customer experience, measure experience, and manage unforeseen mishaps and setbacks.

**MGMT 779 - FINANCIAL INCLUSION LAB**
**Short Title:** FINANCIAL INCLUSION LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 648 or MGMT 848
**Description:** This course engages a team (or teams) of MBA students at the Jones School of Business, Rice University, in an ongoing project designed to address issues of economic inequality and mobility in the Houston MSA.

**MGMT 780 - WHEN YOUR BUSINESS IS SUED**
**Short Title:** WHEN YOUR BUSINESS IS SUED
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course provides an understanding of a lawsuit from the viewpoint of business leadership. Lectures cover causes of action, procedure, evidence, case evaluation and resolution. Practical exercises provide insight into the importance of discovery and depositions. Classic business litigation cases will be presented. The course ends with a mini-trial based on class materials.

**MGMT 781 - TEAMS AND TEAMWORK**
**Short Title:** TEAMS AND TEAMWORK
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 510 or MGMP 510 or MGMW 510 or EMBA 992 (may be taken concurrently)
**Description:** In the modern workplace, work is primarily completed as a part of a team. Thus, it is essential that managers learn how to effectively lead and work within teams. This course will teach students the psychology of teams and effective practices for managing teams in the workplace.

**MGMT 782 - TECH TOOLS FOR BUSINESS**
**Short Title:** TECH TOOLS FOR BUSINESS
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895
**Description:** Introduces tools for business data analysis beyond Excel, including python and SQL. Teaches how to query SQL databases using SQL clients, Excel, and python. Teaches how to filter, reshape, summarize, and visualize data in python. Provides an introduction to machine learning methods for forecasting, including data transformations and ways to avoid overfitting. Teaches how to implement the methods in python.

**MGMT 783 - SQL FOR MANAGERS**
**Short Title:** SQL FOR MANAGERS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course teaches students relational database fundamentals and SQL programming skills in the context of complex business problems and the communication with users and technical resources. Topics covered include relational database architecture, database fit and design, requirements gathering, formatting deliverables, and simple query skills. Upon completion, participants will understand SQL functions, join techniques, database schemas, and will be able to write useful SQL statements.

**MGMT 784 - POWER AND INFLUENCE IN ORGANIZATIONS**
**Short Title:** POWER & INFLUENCE IN ORGS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 510 or MGMP 510 or MGMW 510 or EMBA 992
**Description:** A manager's primary purpose is to use power to influence subordinates and create an effective organization. This course will teach students how to build power, how to influence people, and the proper use of power in the modern organization through lecture, discussion, and experiential activities.

**MGMT 785 - CORPORATE REAL ESTATE STRATEGY**
**Short Title:** CORPORATE REAL ESTATE STRATEGY
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course focuses on corporate real estate as a critical component of achieving any organization's strategic objectives. Corporate real estate is foundational to culture, organizational transformation, and, done right, drives integrated business value. This course provides a framework for understanding decision making in corporate real estate using practical applications, case studies, and interaction with industry leaders.

**MGMT 786 - GLOBAL BUSINESS OFFSITE**
**Short Title:** GLOBAL BUSINESS OFFSITE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 0.75-1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course, led by Rice Business faculty, takes place in an international business setting and consists of a combination of lectures by local university faculty and business leaders and site visits to companies in the region. Students have the opportunity to meet with corporate executives, investors, and scholars to discuss opportunities and challenges of doing business in the country. The objectives of the course are to further an appreciation of the opportunities and obstacles of doing business in different parts of the world, increase sensitivity to cross-cultural issues, and broaden perspectives on issues dealing with global business. Department Permission Required. Repeatable for Credit.

**MGMT 787 - FINANCIAL CRISES**
**Short Title:** FINANCIAL CRISES
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 840 or ((MGMT 540 or MGMP 540 or MGMW 540) and (MGMT 541 or MGMP 541 or MGMW 541))
**Description:** This course examines financial crises both domestic and global through time. The focus is on financial market structures, economic incentives and policies leading up, during, and after different crises. Case studies, lectures, academic articles and documentaries may be used.

**MGMT 788 - CORPORATE RIVALRY**
**Short Title:** CORPORATE RIVALRY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 540 or MGMP 540 or MGMW 540 or MGMT 840
**Description:** This course is about learning to think like a game theorist and developing a systematic way to evaluate strategic problems. Emphasis is on real-world applications and in-class business exercises.

**MGMT 789 - GLOBAL FIELD EXPERIENCE**
**Short Title:** GLOBAL FIELD EXPERIENCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester 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.

**MGMT 790 - FRONTIERS OF CORPORATE GOVERNANCE**
**Short Title:** FRONTIERS OF CORP GOVERNANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Using case studies, the course will examine topics such as the roles and responsibilities of corporate boards, how to adapt corporate governance practices from private to public, the role of culture and financial incentives on ethics and corporate performance, the pros and cons of dual class structures, and the effects of shareholder activism.

**MGMT 791 - ORGANIZATIONAL CHANGE INTENSIVE**
**Short Title:** ORG CHANGE INTENSIVE
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.5
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** An intensive one day course on leading change. This class builds on the core MGMT 512 (Leading Change) class and is taught primarily using a team-based simulation.You will learn a very versatile process model of change and how to apply it to a variety of organizational-level changes.

**MGMT 792 - PRINCIPLES OF SURVEY DESIGN**
**Short Title:** PRINCIPLES OF SURVEY DESIGN
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course will teach students principles of survey design to prepare them to conduct surveys during and after business school. The course will cover articulating clear research objectives, defining the appropriate audiences to survey, determining the best methodology, and writing an actionable survey.

**MGMT 793 - CREATING THE DATA DRIVEN BUSINESS**
**Short Title:** CREATING DATA DRIVEN BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course provides an understanding of how to build and lead a data driven business. Lectures cover fundamentals of data management, analytics maturity models, the role of “Big Data,” application of artificial intelligence, machine learning, and cognitive computing technologies for predictive and adaptive analytics, and creating value-based business analytics strategies.

**MGMT 794 - PROFESSIONAL SEMINAR**
**Short Title:** PROFESSIONAL SEMINAR
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course explores current business challenges through engagement with business leaders. Guest instructors lead students through challenges in their functional areas and through state-of-the-art applications of emerging technologies. Students engage with executives, rising middle managers, and subject matter experts. Repeatable for Credit.

**MGMT 795 - DEAN'S LEADERSHIP SEMINAR**
**Short Title:** DEAN'S LEADERSHIP SEMINAR
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course examines leadership challenges as they apply to contemporary issues in business and organizational change through engagement with C-suite executives, entrepreneurs and other leaders of complex organizations.

**MGMT 796 - FROM FOSSIL TO RENEWABLE: MANAGING ORGANIZATIONAL CHALLENGES IN ENERGY TRANSITION**
**Short Title:** ORG CHALLENGES IN ENERGY TRANS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 0.75
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Energy companies are under great pressures to make transition from traditional fossil energy to renewable energy. In this course, we will discuss why companies take different strategies in managing the transition, how they use corporate venture capital (CVC) investments to tap into technologies and business opportunities in the renewable sectors, and how they balance between their traditional businesses and the renewable businesses. We will also discuss how startups in the renewable sectors manage their relationships with their CVC investors.

**MGMT 798 - PSYCHOLOGICAL FOUNDATIONS OF PROFESSIONAL LIVES**
**Short Title:** PSYCH FOUNDATIONS OF PROF LIFE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Course draws from psychology and management research, exploring complexity of professional lives and identity dynamics, underlying career decisions, compromises, and regrets. Through exercises, cases, and discussions, students develop an understanding of the type of professional path they want and why, and how to get it and overcome setbacks and successes.

**MGMT 799 - HEALTHCARE INNOVATION AND ENTREPRENEURSHIP**
**Short Title:** HEALTHCARE INNOV & ENTREP
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course is designed for healthcare entrepreneurs who want to build innovative medical technologies. Students work in interdisciplinary teams comprised of engineering, business, and medical students. Key concepts include: how to validate and scope clinical needs, ideate solutions, draft a business model, and determine regulatory and reimbursement strategies. Instructor Permission Required.

**MGMT 800 - INDEPENDENT STUDY**
**Short Title:** INDEPENDENT STUDY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Independent Study
**Credit Hours:** 1.5-3
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Independent study or directed reading on an approved project under faculty supervision. Contact MBA program office for application information. No more than 3 credit hours of independent study will count towards graduation unless approved by the Jones School Academic Standard Committee. Department Permission Required. Repeatable for Credit.

**MGMT 801 - 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 EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the preparation, analysis, and use of corporate financial data. Covers the basic techniques of analyzing financial accounting data from the perspective of managers as well as external users of this data such as investors.

**MGMT 802 - 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 EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Provides general managers with an understanding of the design and function of a firm's management accounting system to enable them to become active consumers of accounting information. The course describes how accounting information can assist managers in making decisions about products, services, and customers; improving existing processes; and aligning organizational activities toward long-term strategic objectives.

**MGMT 803 - INTRODUCTION TO GENAI FOR BUSINESS APPLICATIONS**
**Short Title:** INTRO TO GENAI FOR BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895 or MGMT 593
**Description:** This course introduces the fundamentals of generative AI and the types of tools that can be built on genAI platforms. Students engage with existing genAI tools and with the underlying LLM engines to explore and create genAI-assisted business applications. Students completing this course will 1) understand what genAI is and how it functions; 2) gain appreciation for genAI's transformative impact on business and society; and 3) gain practical experience evaluating, using, and creating genAI tools.

**MGMT 804 - CREATING THE DATA DRIVEN BUSINESS**
**Short Title:** CREATING DATA DRIVEN BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Unlock your understanding of data's potential to drive business success. This course details the mechanics of data management, the power of Big Data, and the art of analytics and visualization. Advanced AI and machine learning are brought to the forefront. Still, we will explore many other tools and techniques needed to create and lead a data-driven organization, cultivate a culture of innovation, and ensure ethical data usage. Participants will also gain experience guiding a business through various stages of data maturity for data-driven decision-making.

**MGMT 805 - E-LAB: NEW ENTERPRISES ACCELERATE**
**Short Title:** E-LAB: ACCELERATE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 762 or MGMT 734
**Description:** E-Lab: New Enterprises Accelerate is the second stage partner course to E-Lab New Enterprises and E-Lab Tech Commercialization. Teams will be accepted into E-Lab New Enterprise Accelerate on instructor approval only based on progress accomplished in their preceding E-Lab courses.

**MGMT 806 - HEALTHCARE ADMINISTRATION PRACTICUM**
**Short Title:** HEALTHCARE ADMIN PRACTICUM
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Internship/Practicum
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The purpose of this six-week healthcare practicum course is to pr ovide students an opportunity to work closely with a hospital's Senior Leadership (SLT), Medical Staff leaders, and Board to develop an understanding of the hospital's priorities and strategic growth initiatives, its decision structure and finances including budgets and capital, and finally day-to-day operations management. Such practical exposure to hospital administration will help students, especially those enrolled in the MD/MBA program and those with considerable medical background, to see accounting, finance, organizational, and managerial concepts at work. Throughout the 6 weeks, the student will get exposure to many performance improvement groups across operations, quality, service, employee engagement, and growth and have the opportunity to actively participate in the initiative. Most of these initiatives have several components that allow the student to participate in a time-limited portion while on this rotation and continue as desired beyond (student choice). Students will get exposure to many performance improvement groups across operations, quality, service, employee engagement, and growth and have the opportunity to actively participate in the initiative. Most of these initiatives have several components that allow the student to participate in a time-limited portion while on this rotation and continue as desired beyond (student choice). While a six-week course (1.5 credit hours), it will be delivered over the entire Fall semester, so that the instructors have the needed scheduling flexibility in administering the course.

**MGMT 807 - APPLIED TIME SERIES ANALYSIS AND FORECASTING FOR BUSINESS**
**Short Title:** TIME SERIES & FORECASTING
**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
**Prerequisite(s):** MGMT 595 or MGMP 595 or MGMW 595
**Description:** This hands-on, application-driven course develops MBA students' skills in the tools and techniques used to analyze, forecast, and interpret time-dependent data for business applications. The focus is on practical modeling, critical evaluation of forecasts, clear interpretation and communication of results.

**MGMT 808 - HEALTHCARE INTENSIVE**
**Short Title:** HEALTHCARE INTENSIVE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 0.75
**Course Level:** Graduate
**Description:** This intensive course provides a comprehensive introduction to the U.S. healthcare ecosystem, designed for MBA students with no prior healthcare experience.

**MGMT 809 - TOPICAL SPEAKER SERIES IN HEALTH CARE**
**Short Title:** HEALTHCARE SPEAKER SERIES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 0.75
**Restrictions:** Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course exposes participants to contemporary issues, emerging challenges, and strategic decision-making in healthcare through directengagement with experienced leaders.

**MGMT 810 - AI AND HEALTHCARE STRATEGY: TRANSFORMING THE FUTURE OF CARE DELIVERY**
**Short Title:** AI AND HEALTHCARE STRATEGY
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Course Level:** Graduate
**Prerequisite(s):** MGMT 808
**Description:** This MBA-level elective course explores the strategic intersection of AI applications and healthcare delivery and helps students develop afoundational understanding of AI literacy in the healthcare context.

**MGMT 811 - GCHM CAPSTONE MODULE: LEADING CHANGE IN HEALTHCARE: STRATEGY, NEGOTIATION, AND COMMUNICATION**
**Short Title:** GCHM CAPSTONE MODULE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 2
**Course Level:** Graduate
**Prerequisite(s):** MGMT 602 and MGMT 753
**Description:** GCHM Capstone Module: Leading Change in Healthcare: Strategy, Negotiation, and Communication Recommended Prerequisite(s): (MGMT 602 and MGMT 753) and (6 credits in MGMT 631, MGMT 673, MGMT 678, MGMT 692, MGMT 695, MGMT 706, MGMT 750, MGMT 806, or MGMT 911).

**MGMT 813 - LEADING FOR CREATIVITY AND INNOVATION**
**Short Title:** LEADING FOR CREATIVITY & INNOV
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Study of the nature of creativity, creative thinking skills and ways to encourage, promote, and effectively manage creativity and innovation in complex organizations.

**MGMT 817 - DECISION STRATEGIES**
**Short Title:** DECISION STRATEGIES
**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 or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Making good decisions is core to success in business and in life. Decision analysis is the discipline that helps people choose wisely under conditions of uncertainty and often competing objectives. In this course students learn the decision analysis process and tools to make great decisions.

**MGMT 820 - VETERANS BUSINESS BATTLE VENTURE CAPITAL E-LAB**
**Short Title:** VETERANS BUSINESS BATTLE E-LAB
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This hands on, experiential course teaches students the tools and frameworks used by professional investors to evaluate early-stage and growth ventures for debt and equity financing. Students will uniquely apply these methods to evaluate and make recommendations to companies applying to the Veterans Business Battle. Students will also learn how to create and give an effective early-stage investment pitch and provide structured feedback to finalists to help them prepare their investment pitches. Instructor Permission Required.

**MGMT 821 - LEADING ACROSS DIFFERENCES**
**Short Title:** LEADING ACROSS DIFFERENCES
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course explores how processes at the individual, group, organizational, and societal levels intertwine to shape diversity, equity, and inclusion at work. We will discuss how to improve our ability to work within and lead diverse and inclusive teams, and will discuss how to design an equitable workplace.

**MGMT 822 - DIVERSITY EQUITY AND INCLUSION IN BUSINESS LAB**
**Short Title:** DEI IN BUSINESS LAB
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Intensive Learning Experience
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Prerequisite(s):** MGMT 821
**Description:** This course gives students the opportunity to apply their MBA learnings to address an opportunity and/or challenge in the diversity, equity and inclusion space faced by a client organization. Clients represent a variety of industries and will challenge their student-managed teams to address a focused, high-priority DEI-related business issue. The lab is project-centric and student-driven, with regular check-in meetings with the team's assigned coach and the full class.

**MGMT 827 - FINTECH**
**Short Title:** FINTECH
**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
**Prerequisite(s):** MGMT 543 or MGMP 543 or MGMW 543
**Description:** This course studies the topic of "FinTech", the innovative use of technology in finance.

**MGMT 833 - STRATEGY IN TECHNOLOGY ECOSYSTEMS**
**Short Title:** STRATEGY IN TECH ECOSYSTEMS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The course deal with strategic management topics of interest to ventures that operate in technological ecosystems. Topics covered include platforms, network effects, coping with disruptive innovation, and how technology can create new markets and revolutionize existing ones.

**MGMT 838 - CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT AND THE FUTURE OF WORK**
**Short Title:** CONTEMPORARY ISSUES IN HR
**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:** The ability to navigate contemporary HR challenges in an era of rapid technological, economic, political, and cultural change is essential for leaders and HR professionals. We will examine how these factors influence the future of talent management, workplace policies, employee engagement, and organizational strategy.

**MGMT 840 - ECONOMICS FOR BUSINESS**
**Short Title:** ECONOMICS FOR BUSINESS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate

**MGMT 843 - CORPORATE FINANCIAL MANAGEMENT**
**Short Title:** CORPORATE FINANCIAL MANAGEMENT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course emphasizes concepts and skills related to valuation tasks in a corporate setting. Topics include financial market structure and efficiency, time value of money, net present value, internal rate of return, capital budgeting, risk and return, capital asset pricing model, cost of capital, capital structure, payout policy, and real options analysis.

**MGMT 845 - CORPORATE FINANCIAL STRATEGY FOR EXECUTIVES**
**Short Title:** CORP FIN STRATEGY FOR EXECS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This is a case study course based on current corporate finance transactions and topics. The intent is to expose Executive MBA candidates to some of the practical challenges and opportunities when tackling financial decisions governed by Corporate Financial policies (Capital Structure, Financial Risk Management, Liquidity, Funding/ Financing, and Payout Policy).

**MGMT 848 - APPLIED FINANCE**
**Short Title:** APPLIED FINANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Study of the theory and practice of the fundamental principles in finance, emphasizing hands-on experience with a wide range of corporate finance and investment applications. The course provides extensive opportunity to implement finance theory at a practical level and to develop advanced analytical spreadsheet expertise, including financial statement forecasting, regression analysis, Monte Carlo simulation, and portfolio optimization.

**MGMT 874 - 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 EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the design and integration of successful operations tactics both within the organization and across the supply chain. The course focuses on understanding, managing and improving processes and flows of products, customers, and information. Touching upon bottlenecks, inventory, quality management, and strategic issues in operations.

**MGMT 880 - STRATEGIC MARKETING**
**Short Title:** STRATEGIC MARKETING
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** Introduction to the key concepts and perspectives underlying the function of marketing in a business enterprise. Emphasis is placed on strategic marketing issues and the formulation of marketing strategies. Includes value proposition; customer & market analysis; segmentation & targeting; product strategy; branding; pricing strategy; marketing channels; marketing communication and selling. Lectures and extensive analysis of marketing management case studies.

**MGMT 895 - BUSINESS ANALYTICS**
**Short Title:** BUSINESS ANALYTICS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** The ever-increasing capacity of computers to analyze data, and the explosion of the amount of data available, has resulted in an increased role for data analysis as an aid to business decision-making. This course exposes the student to the 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. Students are strongly encouraged to bring data from work; projects from previous years have returned significant monetary value to students' current employers and examples of these projects will be provided in class. Repeatable for Credit.

**MGMT 899 - APPLIED DATA SCIENCE: AN INQUIRY BASED LEARNING APPROACH**
**Short Title:** APPLIED DATA SCIENCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture/Laboratory
**Credit Hours:** 3
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Course Level:** Graduate
**Description:** This course is open to MBA students who can bring data for use in the course – especially data from real or developing businesses. One can anticipate applying several of the following: 1) Sampling: 2) 1-Way, 2-Way, 3-Way Anova; 3) Simple and Multiple Regression; 4) Factor Analysis; 5) The General Linear model; 6) Binary and multinomial Logit; and 7) Cluster Analysis. Instructor Permission Required.

**MGMT 904 - MANAGEMENT CONTROL SYSTEMS**
**Short Title:** MANAGEMENT CONTROL SYSTEMS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** This course covers how strategic planning and control systems can give managers the timely quantitative and qualitative information they need to "drive into the future" with confidence and success. Firms use performance measurement and control systems to promote effective and efficient utilization of organizational resources, and to ensure success of their business strategies. Are products and services being offered in the least costly manner? Is quality being maintained? Are businesses processes running efficiently? Are systems supporting dynamic decision making to keep in step with changing business and market conditions, and with advances in product and process technologies? Is innovation being fostered in a way consistent the overall business strategy. Through a series of case and discussions, we will examine the properties of performance measurement and control systems that address these issues.

**MGMT 906 - VALUATION APPLICATIONS IN ACCOUNTING**
**Short Title:** VALUATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.

**MGMT 910 - THE WASHINGTON CAMPUS: STRATEGICALLY MANAGING PUBLIC AFFAIRS AND PUBLIC POLICY**
**Short Title:** WASHINGTON CAMPUS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 0.75-1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** The Washington Campus' intensive and experiential residency courses are a unique personal and professional development experience. Participants interact directly with policy makers, influencers, and top executives in both the private and public sectors. Course objectives focus on how public affairs and public policy must be strategically, effectively, and ethically managed in order to create profitable and sustainable 'win-win' solutions for business, government, and society. Department Permission Required.

**MGMT 911 - THE WASHINGTON CAMPUS: STRATEGICALLY MANAGING HEALTH CARE POLICY**
**Short Title:** WASHINGTON CAMPUS - HEALTHCARE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Seminar
**Credit Hours:** 0.75-1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** Public affairs and public policy profoundly shape the entire health care sector. Executives, entrepreneurs, and health care professionals must understand how the public policy process works and how to more effectively navigate this evolving landscape. This course enables participants to interact directly with health care policy makers and influencers, regulators, and other experts. Participants gain a richer understanding of how to more strategically plan and successfully operate in such a complex and dynamic health care policy environment.

**MGMT 912 - STRUCTURAL CHANGE IN PUBLIC EDUCATION IMMERSIVE OFFSITE SEMINAR**
**Short Title:** CHANGE IN PUBLIC ED. SEMINAR
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Seminar
**Credit Hours:** 6
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Corequisite:** MGMT 913
**Description:** This seminar focuses on the design, governance, transformation, and democratic accountability of public sector organizations. Drawing on domestic and foreign case studies from the private, public, and social sectors in domains reaching well beyond K-12 education, but always coming back to that sphere, students evaluate and apply a number of models for how institutions define objectives and measure success, produce and deploy knowledge, govern internal operations, supervise dispersed street-level staffs, and make themselves accountable to key stakeholders and the public at large. Students explore a number of tools modem organizations use for these purposes, including design thinking, quantitative analysis, qualitative evaluation, balanced scorecards, team-based problem-solving structures, and cooperative "regimes" of public and private actors. Department Permission Required.

**MGMT 913 - STRUCTURAL CHANGE IN PUBLIC EDUCATION IMMERSIVE OFFSITE PRACTICUM**
**Short Title:** CHANGE IN PUBLIC ED. PRACTICUM
**Department:** Management
**Grade Mode:** Satisfactory/Unsatisfactory
**Course Type:** Internship/Practicum
**Credit Hours:** 6
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Corequisite:** MGMT 912
**Description:** This practicum is composed of two components, classroom-based skills training and a hands-on consulting experience. In the skills training portion of the course, students are trained in the competencies required for success as managers and leaders of modem public- and social-sector organizations. Among the complex skills students acquire are working effectively in interdisciplinary professional teams, managing projects to specified outcomes, adaptable problem solving in the face of ambiguous and changing organizational needs, formulating team-based solutions for multi-dimensional problems (legal, operational, etc.), and designing practical analytic approaches to evaluating solutions including developing and testing hypotheses. Students then apply these skills directly in a consulting experience. Students, working in multi-disciplinary teams, support education organizations in thinking through some of their most challenging legal, policy, strategic, design, governance, and implementation issues and provide actionable solutions. While providing client organizations with important short-term support and long-term access to exceptional professional talent, the projects give students rich opportunities to test concepts encountered in the class; unique insight into what a career in public-education leadership looks like; and important career-entry opportunities and a valuable network in the education sector. Department Permission Required.

**MGMT 919 - CORPORATE GOVERNANCE**
**Short Title:** CORPORATE GOVERNANCE
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** Repeatable for Credit.

**MGMT 927 - ENTREPRENEURIAL PATHWAYS: AN INTRODUCTION TO ENTREPRENEURSHIP**
**Short Title:** ENTREPRENEURIAL PATHWAYS
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** Evaluating new opportunities and developing a business concept; de-risking a new venture, attracting stakeholders, the legal forms of business, financing options, deal structure, lean startup versus traditional business planning and exit strategy options.

**MGMT 954 - CORPORATE FINANCIAL RESTRUCTURING**
**Short Title:** CORP FINANCIAL RESTRUCTURING
**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 or Graduate Quadmester level students.
**Description:** Houstonians know every boom inevitably leads to a bust. From Enron to Lyondell to American Airlines, discover how to create value through corporate restructuring. Learn why companies fail, distressed M&A bidding strategies, insolvency versus illiquidity, diamond-in-the-rough versus fool's gold, fraudulent transfer risks, distressed valuation, credit default swaps, and much more.

**MGMT 955 - ADVANCED FINANCIAL RESTRUCTURING**
**Short Title:** ADV FINANCIAL RESTRUCTURING
**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 or Graduate Quadmester level students.
**Prerequisite(s):** MGMT 954 (may be taken concurrently)
**Description:** After mastering MGMT 954 terms and frameworks, gain a deeper understanding of issues and tactics for complex reorganizations, international insolvencies, energy bankruptcies, long/short investing in distressed debt, and hedging and alpha investing with credit default swaps. Discover long-term macroeconomic themes impacting corporate restructuring. Author case study in teams of 2-3.

**MGMT 960 - STRATEGIC INNOVATION MANAGEMENT**
**Short Title:** STRATEGIC INNOVATION MGMT
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** Innovation is critical for firms to achieve better performance and sustainable competitive advantage. However, the management of innovation is inherently difficult and risky because customer demand and preferences change quickly and technological changes are highly unpredictable and thus most new products and technologies are not a commercial success. This course is designed to help executives apply the key strategic management frameworks and concepts to address important challenges they face in innovation management: How to manage market uncertainty, technological uncertainty and competitive volatility? what are the enemies of innovation in both new ventures and successful established firms? How to build strategic alliances for technology/product innovation? And how to manage innovation in the global market?

**MGMT 961 - BUSINESS LAW**
**Short Title:** BUSINESS LAW
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** An overview of the legal system and survey of legal standards applicable to companies, including laws impacting corporate formation and governance, contracts, tort liability, employment law and unfair competition. The course is designed to help executives understand how to manage risk in light of applicable standards.

**MGMT 962 - APPLIED CONTRACT LAW**
**Short Title:** APPLIED CONTRACT LAW
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** This class provides students practical perspectives on common issues that arise in the negotiation and documentation of commercial agreements, including why certain contract clauses are used, why it is generally not possible to use "one pagers," and how to work more effectively with counsel.

**MGMT 973 - OPERATIONS LEADERSHIP**
**Short Title:** OPERATIONS LEADERSHIP
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Description:** This course considers the operations executive's role in delivering to corporate objectives, in peer-to-peer executive relationships, and in operations organization leadership. The student will select a business case study that applies concepts discussed in the textbook, such as capacity planning, supply chain management, cost reduction and technology insertion. In preparing the case study, the student will consider the influence of process maturity, process improvement, corporate structure, and the operating challenges presented by the energy transition to a more carbon-neutral, climate-neutral future.

**MGMT 974 - LEADING OPERATIONAL TRANSFORMATION**
**Short Title:** LEADING OPS TRANSFORMATION
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate level students.
**Description:** This course introduces the leadership thinking, tools and skills required to bring strategic alignment, drive performance change and create sustainability in operations. Topics include: developing a strategy into an executable form; linking measures and change initiatives; project infrastructure, prioritization, resourcing, and methodologies (such as Lean and Six Sigma); embedding standardized processes and process management.

**MGMT 995 - INTRODUCTION TO DATA MINING AND BUSINESS ANALYTICS WITH GENERATIVE AI**
**Short Title:** DATA MINING & GEN AI
**Department:** Management
**Grade Mode:** Standard Letter
**Course Type:** Lecture
**Credit Hours:** 1.5
**Restrictions:** Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
**Prerequisite(s):** MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895
**Description:** The main purpose of this course is to expose students to the interactive process of analyzing and exploring enterprise data to find insights that can be leveraged for competitive advantage. We will apply analytical tools to data in order to learn how to discover patterns and associations in business data that would otherwise be ignored. We will go through the steps of a typical data science project, such as data exploration, data visualization, (data) storytelling, prediction, classification, and optimization, using a real-world data set.