MGMT 500 - APPLIED BUSINESS EXPERIENCE  
**Short Title:** APPLIED BUSINESS EXPERIENCE  
**Department:** Management  
**Grade Mode:** Satisfactory/Unsatisfactory  
**Course Type:** Internship/Practicum  
**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:** 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 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 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 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 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 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 EMBA, MBA, OMBA or PMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**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:** Standard Letter  
**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 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 O MBA 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, diverse and complex environments. Department Permission Required. Repeatable for Credit.

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 EMBA, MBA, O MBA or PMBA 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 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 EMBA, MBA, O MBA or PMBA 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 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 O MBA 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 511 - THE NEW ENTERPRISE
Short Title: THE NEW ENTERPRISE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the O MBA 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 MBA or O MBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: We study production and pricing decisions under different assumptions about firm market power. Emphasis is placed on understanding the relevant costs in firm decision-making. Examples are used from marketing and accounting areas. Required for MBA.
MGMT 541 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC 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: 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 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: Standard Letter
Course Type: Lecture
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: An exploration of the ethical and legal bases of managerial decision making and the social dimension 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 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: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the Oeba program.
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 STRATEGY
Short Title: CORPORATE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
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: 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 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 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 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 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 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 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 EMBA, MBA, OMSA or PMBA programs. 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 EMBA, MBA, OMSA or PMBA programs. 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: STRATEGIC 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: 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 595 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
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 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 X MBA programs.  
**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 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 O MBA program.  
**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.  
**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 X MBA  
**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 MBA O MBA PMBA WMBA X MBA  
**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.

MGMT 603 - INCOME TAXATION AND BUSINESS DECISIONS  
**Short Title:** INCOME TAX & BUS. DECISIONS  
**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 X MBA  
**Course Level:** Graduate  
**Description:** Course covers 1) the types of taxes and the history of the U.S. income tax; 2) tax policy in light of worldwide business taxation; 3) measurement of business income and deductions; 4) tax reporting and 5) the choice of entity among U.S. forms of business organization.
MGMT 604 - MINDFULNESS AND PERFORMANCE IN THE WORKPLACE
Short Title: MINDFULNESS & PERF AT WORK
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: Throughout contemporary society and corporate America, we frequently hear people touting the value of “mindfulness.” What exactly is this concept – and how can it foster high performance in the workplace and improve the quality of workers’ lives? This course addresses these questions through cases and experiential-learning activities.

MGMT 605 - BUSINESS TAXATION II
Short Title: BUSINESS TAXATION II
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 603 (may be taken concurrently)
Description: Fundamentals of income tax planning; taxation of property dispositions/mergers and acquisitions; individual tax planning and taxation of investment activity; international business tax considerations/U.S. foreign tax credit concept. MGMT 603 may be taken concurrently.

MGMT 606 - CORPORATE FINANCIAL REPORTING: US GAAP & IFRS PART I
Short Title: CORP FIN REPUS GAAP & IFRS I
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
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: Course covers aspects of interest to corporate finance officers and financial statement readers on a number of critical financial reporting issues, including those related to merchandise inventories, fixed and intangible assets, business combinations, intercorporate investments, consolidated financial statements and segment reporting, and the effects of changing prices on net income and rate of return. The strategic role of the newly restructured International Accounting Standards Board, especially as viewed by the Securities and Exchange Commission and the European Commission, will be explored. Students will be apprised of the sweeping and fundamental changes that are occurring today in the milieu of international financial reporting. Repeatable for Credit.

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 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 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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Short Title</th>
<th>Department</th>
<th>Grade Mode</th>
<th>Course Type</th>
<th>Credit Hours</th>
<th>Restrictions</th>
<th>Course Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 609</td>
<td>MANAGING ENERGY TRANSITIONS</td>
<td>MANAGING ENERGY TRANSITIONS</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.</td>
<td>Graduate</td>
<td>“Managing in a Carbon-Constrained World” focuses on the business challenges and opportunities presented by the fast-changing dynamics of climate change and renewable/alternative sources of energy - at the international, federal, and state levels. Consideration will be given to successes and failures of “first movers.” We will consider how to reconcile conflicts between the goal of a lower carbon future and the priorities of energy security and restoring a strong, sustainable, economy. The course will close with corporate responses to the challenge. The course is intended to benefit students who intend to pursue careers as leaders in industry, finance, government, diplomacy, international agencies, non-government organizations (NGO’s), media, or in academia. The course will challenge you to understand diverse points of view. A background in economics, finance, management, engineering, or public policy will provide a strong foundation, but other disciplines may also apply.</td>
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<tr>
<td>MGMT 610</td>
<td>FUNDAMENTALS OF THE ENERGY INDUSTRY</td>
<td>FUNDAMENTALS OF THE ENERGY IND</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.</td>
<td>Graduate</td>
<td>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.</td>
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<tr>
<td>MGMT 611</td>
<td>GEOPOLITICS OF ENERGY</td>
<td>GEOPOLITICS OF ENERGY</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.</td>
<td>Graduate</td>
<td>Geopolitics of Energy builds on critical thinking developed in core courses such as Strategy, Finance and Ethics. The modules deal with historical themes, access to resources, operational issues occurring during the life of an investment, and decisions at the end of investment life (at expected maturity or prematurely). Scenario Planning is used - not to predict the future but to consider the viability of strategies under alternate future directions. The course uses the case method to a significant extent and deals with diverse regions and levels of economic development. Class participation, individual and group exercises account for grading.</td>
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<tr>
<td>MGMT 612</td>
<td>COMPETITION, CARBON AND ELECTRICITY POLICY</td>
<td>COMPETITION, CARBON &amp; ELECT POLICY</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.</td>
<td>Graduate</td>
<td>MGMT 612 covers the changes that have occurred over the last twenty years in the electric power industry and the challenges and profit potential of efforts to reduce the industry’s emissions of carbon dioxide. The course will use original source materials to explore the impacts of policy choices on companies and consumers. We will cover economics, finance, engineering, and public policy, and a background in those disciplines will prove useful. Repeatable for Credit.</td>
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<tr>
<td>MGMT 613</td>
<td>SYSTEMS THINKING IN INNOVATION AND ENTREPRENEURSHIP</td>
<td>SYSTEMS THINKING</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.</td>
<td>Graduate</td>
<td>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.</td>
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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 XMBM. 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 XMBM. 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 MBA PMBA WMBA XMBM. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

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 MBA PMBA WMBA XMBM. 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 XMBM. 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 620 - THE ENTREPRENEURIAL TOOLKIT
Short Title: THE ENTREPRENEURIAL TOOLKIT
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate

MGMT 621 - THE NEW ENTERPRISE
Short Title: THE NEW ENTERPRISE
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 XMBM. 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 - FOUNDATIONS OF SUPPLY CHAIN MANAGEMENT
Short Title: FOUNDATIONS OF SUPPLY CHAIN
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMB A Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course explores strategic operations and supply chain management. It provides content and pragmatic executive perspectives on overall operations/supply chain strategies as well as delve into four major capabilities (supply & demand management, sourcing & procurement, manufacturing/service delivery, and performance improvement/quality). The concepts are applicable to manufacturing and service industries; and, they are applicable to large corporations and small businesses. Course activities provide the opportunity to build content knowledge, apply their expertise to operations and supply chain management situations, and explore cutting-edge topics in operations and supply chain management. They will benefit students who may be relatively new to operations and supply chain management, as well as students who may bring real-world experience. The course environment will be collegial, collaborative, and highly interactive with a mixture of team-based and individual activities. Class sessions include multiple activities and student preparation will be critical to maximize the value of the class to themselves, as well as their classmates. Repeatable for Credit.

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 XMB A 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 - REAL ESTATE
Short Title: REAL ESTATE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMB A Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course emphasizes the components and processes of real estate industry including identification and analysis of investment and development opportunities from an entrepreneurial standpoint. It utilizes Harvard Cases and requires a major field project. Guest lectures will constitute a portion of most sessions.

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 MBA OMBA PMBA WMBA XMB A 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.

MGMT 626 - VENTURE CAPITAL
Short Title: VENTURE CAPITAL
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMB A Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Overview of the venture capital industry; the organization and operation of venture capital funds; investment methodology; monitoring and portfolio liquidation; leveraged investing; and specialized investments.

MGMT 627 - ENTERPRISE ACQUISITION
Short Title: ENTERPRISE ACQUISITION
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMB A 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 629 - BUSINESS PLAN DEVELOPMENT
Short Title: BUSINESS PLAN DEVELOPMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB MBA 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.

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 MBA PMBA WMB MBA 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) and MGMT 648 (may be taken concurrently)
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 MBA PMBA WMB MBA 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 MBA PMBA WMB MBA 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 OMBA program. 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.
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 OMBA program. 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).

MGMT 636 - MARKETING FOR SMALL BUSINESS  
**Short Title:** MARKETING FOR SMALL 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  
**Description:** This course is designed to help students develop and manage a creative and economical marketing strategy for a small business. We will use real world examples to learn how to effectively market through the use of web sites, search engine optimization (SEO), social media, online and local advertising. Students will experience a balance of theory and practical learning to apply these tools in harmony which will intensify awareness and profitability. Repeatable for Credit.

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 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 - QUANTITATIVE INVESTMENT STRATEGIES  
**Short Title:** QUANTITATIVE INVESTMENT 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  
**Prerequisite(s):** MGMT 645 (may be taken concurrently)  
**Description:** This course introduces students to common strategies and techniques employed by quantitative money managers, focusing especially on equity management. The central questions are whether managers can generate alpha by selecting stocks based on quantitative characteristics and how to manage risks of portfolios created in that way. The prerequisite may be taken concurrently.

MGMT 639 - MARKETING OF PROFESSIONAL SERVICES IN THE GLOBAL ECONOMY  
**Short Title:** MKTING OF PROF SERVICES  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** This fast-paced, highly interactive and energetic course will explore the fundamental concepts, strategies and best practices of marketing professional services in today's global economy—and how this marketing differs from marketing tangible goods and non-professional services. Students will learn the importance of branding, public relations, crisis communications and Web 2.0 to promoting professional services today, and how to successfully integrate those vehicles with traditional marketing strategies. Repeatable for Credit.

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 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 MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
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 PRACTICUM I - WRIGHT FUND
Short Title: EQUITY PRACTICUM I - 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 543 or MGMP 543 or MGMW 543 or MGMT 843) and (MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently))
Description: The first 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 first semester's work is predominately focused on individual stock analysis including qualitative, financial, and quantitative analysis and valuation. Admission is by application and interview only. Students must continue to MGMT 644. Instructor Permission Required.

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 MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
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 - CORPORATE INVESTMENT POLICY
Short Title: CORPORATE INVESTMENT 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: This course examines the investment decisions faced by corporate financial managers. We begin by developing a general framework for corporate valuation, and then we use this framework to review and expand on the capital budgeting issues developed in the core finance course. For example, we review the foundations of option valuation, and then apply these tools to value real options. We also cover new material on estimating the cost of capital and the effects of leverage. In this course, you will learn the state of the art in the analysis of corporate investment decisions. The course format is a mixture of theory, empirical evidence, and practical application. The theory provides the framework for our analysis. The empirical evidence provides a core of stylized facts to support our theoretical intuition. And, the practical applications put to use the theoretical foundations and empirical evidence in real world decision making.

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 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: 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 649 - DATA MINING FOR BUSINESS ANALYTICS
Short Title: DATA MINING FOR BUS ANALYTICS
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
Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595
Description: This course covers fundamental principles behind data mining applications, introduce popular data mining algorithms and techniques, examine how data mining technology can be used in decision making, work on real-world data "hands-on" with open-source software, explore Deep Learning and their impact. Repeatable for Credit.

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 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 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 MBA OMBA PMBA WMBA XMBA. Enrollment is limited to Graduate or Graduate Quadmester level students.

**Course Level:** Graduate  
**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 AS ECONOMIC INFRASTRUCTURE: THE INTERNET OF VALUE  
**Short Title:** The Blockchain Economy  
**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:** 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:** Real 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 OMBA 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 understanding 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 - DIGITAL DISRUPTION IN FINANCIAL SERVICES  
**Short Title:** Digital Disruption in Finance  
**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:** We consider the financial services industry in an era of rapid disruption. We analyze how firms like Square, PayPal, Stripe, Lending Club, OnDeck or Robinhood are disrupting the value chain in financial services. We seek to understand what drives the development of disruptive platforms and why incumbents are missing out on these opportunities. We consider funding sources; competition from Asian fintech dragons as they redefine financial services through e-commerce and social payments; and the democratizing of access. Finally, we consider the next wave of technologies poised to accelerate the disruption including blockchain, cryptocurrencies, and robotics. After completing this course, you will understand how financial technology disruptors are capturing revenue pools of incumbent firms in payments, consumer and small business lending, wealth management, and advisory services.

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 MBA OMBA 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 MBA, PMBA, WMB A or XMBA programs. 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 X MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
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: ASSET VALUATION
Short Title: REAL ESTATE FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA X MBA 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 MBA PMBA WMBA X MBA 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. Repeatable for Credit.

MGMT 661 - INTERNATIONAL BUSINESS LAW
Short Title: INTERNATIONAL BUSINESS LAW
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 X MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Exploration of U.S. and foreign law relating to the law-business interface of transnational commercial ventures, including structuring operations and investments, addressing import-export problems and regulations, shipping issues, regular and internet-based financial transactions, and intellectual property. Emphasis is given to real cases demonstrating practical and cost-effective resolutions for international disputes.

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 MBA PMBA WMBA X MBA 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 X MBA 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 - GLOBAL SUPPLY CHAIN MANAGEMENT
Short Title: GLOBAL SUPPLY CHAIN MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or X MBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.
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 MBA 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 market studies, financial feasibility, design issues and site selection 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 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 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 - INTRODUCTION TO SUPPLY CHAIN MANAGEMENT
Short Title: INTRO TO SUPPLY CHAIN MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 673 - COST ANALYSIS IN HEALTHCARE
Short Title: COST ANALYSIS 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
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 MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate

MGMT 675 - CORPORATE REAL ESTATE
Short Title: CORPORATE REAL ESTATE
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: Repeatable for Credit.
MGMT 676 - SOCIAL ENTERPRISE
Short Title: SOCIAL ENTERPRISE
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: What might constitute social responsibility in a market setting? If social responsibility connotes a connection between a person and a social problem say between you and a poor person in Bangladesh or Houston how might it be exercised in a market transaction of buying or selling? Is there a role of private enterprise or of private consumption for alleviating some of the social problems (e.g., health, education, pollution, poverty, etc.) that we observe and experience in communities across the world? Social Enterprise explores these and related questions in the context of business.

MGMT 677 - SPECIAL TOPICS
Short Title: SPECIAL TOPICS
Department: Management
Grade Mode: Standard Letter
Course Type: Internship/Practicum, Laboratory, Lecture, Seminar, Lecture/Laboratory
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 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. Repeatable for Credit.

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 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 MBA OMBA 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 firm's 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 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. Repeatable for Credit.
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 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.

MGMT 685 - GO-TO-MARKET STRATEGY
Short Title: GO-TO-MARKET STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: An effective “Go-to-Market” strategy is a critical component of commercial success and building customer preference. This course is designed to build capability in the design and management of route-to-market channels. Students will gain understanding of the importance of customer-focused channel design, how to build channel power (and use it responsibly), and create a performance-driven channel culture.

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 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 - APPLIED MARKETING STRATEGY
Short Title: APPLIED MARKETING 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: The course lays out a framework for marketing strategy and guides students through each step in the development process. While business challenges are inevitable, developing and following a well-structured marketing strategy, as laid out in this course, will help avoid many of the pitfalls that can lead businesses into trouble. Case studies, together with examples from the professor’s lengthy business career, will be used to illustrate the principles and identify pathways out of trouble should it occur. Repeatable for Credit.

MGMT 688 - BUYER BEHAVIOR
Short Title: BUYER BEHAVIOR
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: 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 - DECISION MODELS
Short Title: DECISION MODELS
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
Description: Successful management requires the ability to recognize a decision situation, understand its essential features, and make a choice. However, many of these situations - particularly those involving uncertainty and/or complex interactions - may be too difficult to grasp intuitively, and the stakes may be too high to learn by experience. This course introduces spreadsheet modeling, simulation, decision analysis and optimization to represent and analyze such complex problems. The skills learned in this course are applicable in almost all aspects of business and should be helpful in future courses. The course is divided into two parts. In the first part, we discuss the use of decision trees for structuring decision problems under uncertainty. In the second part of the course, we discuss Monte Carlo simulation, a technique for simulating complex, uncertain systems. Throughout the course, we will use Microsoft Excel as a modeling environment, using add-in programs as necessary. Familiarity with Excel is an important prerequisite for this course. Repeatable for Credit.

MGMT 691 - 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 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 692 - CUSTOMER RELATIONSHIP MANAGEMENT
Short Title: CUSTOMER RELATIONSHIP 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: Increasingly, firms want to enhance profitability by using strategies and tactics that fall under the broad domain of customer relationship management (CRM). In this course, students take a marketer's perspective when assessing the strategic and operational impacts of CRM in a variety of industry/customer settings. Because CRM requires crossfunctional coordination, successful implementation often expands the role and impact of the marketing organization within the firm. Thus, students also will learn how customercentricity, as an organizational mindset, changes expectations chief marketing officers, as well as other senior marketing managers, as they attempt engage others in CRM strategy development and execution. Three perspectives serve as a foundation for learning about CRM in this course: (1) CRM as a strategy that prioritizes the allocation of organizational resources toward serving customers profitably, (2) CRM as an organizational capability to gather and use customer intelligence to create value for both customers and the firm and 3) CRM as a technology-enabled process that supports customer-centric goals and tactics. Thus, students will gain an appreciation for the critical roles that information management and technology play in supporting CRM strategies but content of the course will focus on strategic and operational issues related to CRM success. Repeatable for Credit.

MGMT 693 - NEW PRODUCTS
Short Title: NEW PRODUCTS
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 the critical role of new products within the corporation and in small businesses, focusing on consumer products. Discusses the critical steps in new product development from ideal generation to business analysis and cross-functional team management to product launch into the marketplace. Students will work in groups to develop their own new products and to prepare the key elements of a new product introduction. Repeatable for Credit.
MGMT 694 - INTERPERSONAL COMMUNICATION IN HEALTHCARE
Short Title: INTERPERSL COMM IN HEALTHCARE
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: How to listen well, converse productively, use body language, and communicate across different cultures – all these fundamentals are covered and customized to healthcare settings. The course integrates lecture, discussion, and in-class exercises every week, providing many opportunities to apply lessons and practice skills. Students often break into small teams to simulate typical healthcare interactions and receive feedback on what they are doing well and what can be improved. Repeatable for Credit.

MGMT 696 - SECURITIES VALUATION
Short Title: SECURITIES VALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This new course will focus on valuing income streams from different types of securities. Below is a quick list of topics which build from very simple to increasingly complex variations on the theme. (1) Review net present value calculation under conditions of perfect certainty with respect to all inputs. Review broad application to many types of income streams. (2) Successively begin to relax assumptions: treasuries, agencies, corporates, and to be topical, sovereign debt. (3) Brief detour into the world of credit default swaps somewhere along the line. (4) Equity security valuation. (5) Blended securities, implied options. (6) Asset backed securities Repeatable for Credit.

MGMT 698 - APPLIED BUSINESS PROCESS OPTIMIZATION
Short Title: BUSINESS PROCESS OPTIMIZATION
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 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 gain an 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: 1.5-3
Restrictions: Enrollment limited to students in the following programs: 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 INTNL STUDY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
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: 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: 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 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 709 - MARKETING IN THE ENERGY INDUSTRY
Short Title: MARKETING IN THE ENERGY IND.
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: Repeatable for Credit.

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 MBA, PMBA, WMBA or XMBA programs. 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 use existing information and customer 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 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 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 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: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 1.5
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: This course provides students with tools, techniques, and frameworks for recognizing and analyzing operating performance opportunities along with a process-centric lens with respect to commercial competitiveness. The course provides a team project opportunity to identify business performance issues and take action by diagnosing and addressing relevant process components.
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 MBA OMBA PMBA WMBA XMB A 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 XMB A 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 MBA OMBA PMBA WMBA XMB A 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. Repeatable for Credit.

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 MBA PMBA WMBA XMB A 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 - MARKETING BASED PROJECT ANALYSIS  
**Short Title:** MARKETING BASED PROJ ANALYSIS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: MBA PMBA WMBA or XMB A programs. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** This course provides an overview of the role of market research in real estate development. Students will learn the steps used to conduct a market study, the role of economic data in evaluating a market, the use of comparable properties in preparing financial projections for a real estate project and the importance of public/private financing options in making a project feasible. This course would be useful to students interested in pursuing a career in real estate development. Students interested in real estate investments may also benefit from this course. While the principals learned in the course are applicable to all real estate development, the examples used in the course will focus on hotel development. Repeatable for Credit.

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 MBA PMBA WMBA XMB A 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 - STRATEGY AND MANAGING INTERNATIONAL STRATEGIC ALLIANCES
Short Title: STR & MNG INTL STRAT ALLIANCES
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 seeks to provide students with the skills, knowledge, and sensitivity required to structure and manage strategic alliances/joint ventures within a global environment. This course will discuss the following topics: motivations for joining strategic alliances/joint ventures, partner selection, structuring strategic alliances/joint ventures to meet firms' strategic objectives, control and management of alliances/joint ventures, evaluation of performance of alliances/joint ventures, and exiting alliances/joint ventures. Case studies will also be used to develop students' capacity to identify issues, to reason carefully through various options and improve students' ability to manage the organizational process by which alliances/joint ventures get formed and executed. We will also read and discuss recent articles from the business press and academic journals.

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 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 723 - PROFESSIONAL SERVICE FIRMS
Short Title: PROFESSIONAL SERVICE FIRMS
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: Professional service firms – consulting, money management, private equity, venture capital, advertising, medical service, and law firms – are confronted with significant challenges as they experience increased competition from boutique firms as well as global and international competitors. Clients are more demanding, and there are significant, strategic and organizational challenges which require different approaches from traditional approaches. One observer noted that this competition has moved from gentlemanly competition to a "blood sport." Interestingly, the service sector in the US furnishes 68 percent of the GDP1 and this is growing in emerging economies; for example, the service sector in India contributed 56 percent to the GDP during 2008-09. Additionally, many of these firms’ leaders are overwhelmed by the expectation of a dual role where they are not only managers but also high profile producers. As such, it is important for a course to examine the strategy and leadership challenges these firms face and likewise to expose students to the challenges they will face as professionals in one of these organizations, and ultimately as leaders in such professional service firms. The course will also include visits from managers associated with professional service firms. Repeatable for Credit.

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 MBA PMBA WMBM XMBM Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course examines: theory and logic of alliances in value creation, alliance evolution in various industries, the spectrum of alliance types from a low level of interdependence to a high. The course is discussion-based, focusing on reading material, case studies and problem sets. Repeatable for Credit.

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 WMBM XMBM Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 648 and MGMT 645 (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 WMBM XMBM 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
Short Title: REAL ESTATE DEVELOPMENT
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 WMBM XMBM 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. Course topics include market analysis, site selection, project budgeting/financial analysis, land acquisition, marketing and leasing, joint ventures, financing, design and construction management, and dispositions.

MGMT 729 - MANAGEMENT OF INNOVATION AND TECHNOLOGY
Short Title: MGMT OF INNOVATION AND TECH
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 WMBM XMBM Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Companies that successfully select, adopt, and exploit IT will sooner or later open up large competitive gaps that are difficult to close. Business leaders, executives, strategists, innovators and line managers are the principal determinants of a company's success with IT. But, as we shall see in this course, they don't need to become technologists in order to get involved; they just need to master a set of concepts, frameworks, and models about IT's impact. There are no technical prerequisites for this course. (You will complete an online course that will give you a sufficient introduction to the technology.) In the classroom, our focus will be on cases in which business leaders have tried to use IT to create enhance organizational development and support competitive strategy. Some succeeded and others failed. From our analysis of their experiences and ideas and principles I will present, we will develop some general guidelines for businesses seeking to exploit IT. Because we have only a short time to consider a number of complex matters, I will concentrate on industries in which IT has great potential to promote outcomes that are of interest to general managers.
MGMT 730 - LEGAL ASPECTS OF ENTREPRENEURSHIP
Short Title: LEGAL ASPECTS OF ENT.
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 the legal dimensions of entrepreneurship and is designed to help students develop the managerial capability to work effectively with legal counsel to solve complex problems and to protect and leverage firm resources. Like information technology, the legal dimensions of business should not be treated as an after-thought or add-on to the business strategy development process. Corporate leaders with an understanding of American law have a unique capacity to protect and enhance shareholder wealth. Conversely, managers who lack the ability to integrate law into the development of strategy can place the firm at a competitive disadvantage and imperil its economic viability. The overarching purpose of Legal Aspects of Entrepreneurship is to prepare students to meet the legal and regulatory challenges and opportunities they can expect to encounter as entrepreneurs, venture capitalists, and managers of private and public businesses. The course provides a conceptual framework for understanding both the societal context within which businesses are organized and operate, as well as the various legal tools available to managers engaged in evaluating and pursuing opportunities. Legal Aspects of Entrepreneurship will offer strategies and tactics for working with counsel to use the law as a positive force to increase realizable value while managing the attendant risks and keeping the legal costs under control. The objective is not to teach business students how to think like lawyers, but rather to teach students how to become more legally astute so they can handle with confidence the legal aspects of entrepreneurship and management. This includes developing legal literacy and learning what to look for when selecting an attorney and knowing when to call one. Repeatable for Credit.

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 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 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 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 ENTREPRENEURSHIP
Short Title: TECH ENTREPRENEURSHIP
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: The goal of this course is to provide the student with exposure to early stage technology entrepreneurship. Evaluation of opportunities, business model, capitalization, and early operations are covered. The focus is on the parts of entrepreneurship that are unique to dealing with the commercialization of research discoveries. 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. Repeatable for Credit.

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 MBA 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
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. Instructor Permission Required. Repeatable for Credit.
MGMT 736 - LEADERSHIP IN A WORLD ON FIRE  
**Short Title:** LEADERSHIP IN A WORLD ON FIRE  
**Department:** Management  
**Course Level:** Graduate  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA  
**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 - INVESTOR RELATIONS  
**Short Title:** INVESTOR RELATIONS  
**Department:** Management  
**Course Level:** Graduate  
**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.  
**Description:** Students learn theory and practice of investor relations, with emphasis on the role of investor relations/financial communications. Subjects covered include: history of the stock market, formation of the SEC, evolution of SEC regulations, dynamics of the equity markets, flow of investor information, planning and implementing an investor relations program, fitting investor relations into a corporation’s communications program. Students will be mentored by local investor relations practitioners who will serve as real world guides for course assignments. Students will learn specifics about filing with the SEC, the creation of annual reports, road shows, stockholder meetings, preparing financials, and more. Investor relations managers, analysts, and CEOs will serve as guest lecturers to talk about their challenges in today’s workplace.

MGMT 738 - CUSTOMER FOCUS IN HEALTH CARE AND SERVICE INDUSTRIES: A STRATEGIC APPROACH  
**Short Title:** CUSTOMER FOCUS IN HEALTH CARE AND SERVICE INDUSTRIES: A STRATEGIC APPROACH  
**Department:** Management  
**Course Level:** Graduate  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Prerequisite(s):** MGMT 683

MGMT 739 - CAPITAL FORMATION IN ENERGY AND INFRASTRUCTURE  
**Short Title:** CAPITAL FORMATION IN ENERGY AND INFRASTRUCTURE  
**Department:** Management  
**Course Level:** Graduate  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA  
**Description:** A capstone course for second year MBAs. Students form a private startup exploration and production company that grows to become a mid-cap ($10 billion) and then suffers a severe contraction. Students learn the various forms of capital available depending on the size of the company and state of the capital and commodity markets.
MGMT 742 - INTERNATIONAL PRIVATE EQUITY REAL ESTATE
Short Title: INTL PRIVATE EQTY REAL ESTATE
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 general concepts in international RE investments, market selection, private equity funding structures, along with the perspectives of LPs and GPs/Managers. An analysis of risks and rewards associated with developments vs acquisitions, management/operations and exit in less developed markets, with a focus on the institutional asset class.

MGMT 743 - MANAGING INNOVATION IN ENERGY TECHNOLOGIES
Short Title: INNOVATION IN ENERGY TECH
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: Innovation is critical to the survival of the energy industry, both for traditional carbon-based energy and for renewable and "green" energy. Management of innovation requires a special set of skills beyond those of typical management. We will discuss the issues faced by energy managers in addressing innovation, and look at cases where these issues played a central role.

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 - INTERNATIONAL ENERGY DEVELOPMENT
Short Title: INTL ENERGY DEVELOPMENT
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 how energy companies construct portfolios of international assets. The first half of the course focuses on the life cycle of international energy projects, from the point at which a company decides it wishes to acquire an international project to the point at which the company divests that interest. These initial classes will discuss the business development processes companies employ to identify, analyze and acquire overseas assets; the typical commercial structures and contracts used to acquire rights and obligations in different types of energy projects; how companies build and manage relationships with host governments, including cultural difference, negotiation and corruption; issues related to joint ventures and joint operations with other companies; threats to international project cash flow such as renegotiation, expropriation and force majeure; and how companies structure exits and divestments from international energy projects. The course concludes with students being divided into teams or "companies" and then engaging in a dynamic bid round and petroleum exploration exercise, whereby students compete with one another to acquire acreage and then create (or destroy) net present value.

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 MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Survey course providing a short but intensive overview of real estate and the real estate industry.
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 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. Repeatable for Credit.

MGMT 750 - STRATEGIC CONSIDERATIONS IN HEALTH INFORMATICS
Short Title: HEALTH INFORMATICS
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: Repeatable for Credit.

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: 1.5-3
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 operations lab provides students with an opportunity to build their operations and supply chain management skills and experiences by either (1) applying their coursework to a hands-on, real-world project with a company, or (2) performing an in-depth research project on a cutting-edge topic in operations and supply chain management. Students in this course can work with any industry and may involve the full spectrum of operations and supply chain topics. This is a project-centric course with a customized schedule to the specific project. 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 MBA PMBA WMBA XMBA. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 712
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: ULI LAB
Short Title: REAL ESTATE: ULI LAB
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
Prerequisite(s): MGMT 712
Description: Repeatable for Credit.

MGMT 755 - HOSPITAL MANAGEMENT - THE BUILDING BLOCKS
Short Title: HOSPITAL MGMT BUILDING BLOCKS
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: Repeatable for Credit.
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 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: Cross-list: ARCH 691. Repeatable for Credit.

MGMT 758 - NON-MARKET STRATEGY
Short Title: NON-MARKET 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: Through case discussions, student presentations, and speakers' shared experiences, students will gain analytical tools to assess a firm's environment beyond competitive markets and make decisions that are beneficial for the firm and for society.

MGMT 759 - DIGITAL BUSINESS EXCELLENCE
Short Title: DIGITAL BUSINESS EXCELLENCE
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: Organizational dysfunctions remain the norm despite decades of management attention. Year after year, management gurus take passionate positions that are mutually exclusive, contrast "IT doesn't matter" with "IT savvy is critical." Clever executives see opportunity amid this controversy. This course steps directly into the controversy. It is designed to equip future business leaders with knowledge needed to position their firms among the 30% that do succeed. This is a business class that will focus on the use of information technology to achieve business goals. While specific technologies are discussed, as are hot technology trends, the objective is always to clarify the underlying business principles that business and IT executives require for success. Repeatable for Credit.

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 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) or 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. It is also not affiliated in anyway with the Venture Capital class. Instructor Permission Required. Repeatable for Credit.

MGMT 761 - E-LAB: ENTERPRISE ACQUISITION
Short Title: E-LAB: ENTERPRISE 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 MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 627 (may be taken concurrently)
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. Instructor Permission Required. Repeatable for Credit.

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 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. Department Permission Required. Repeatable for Credit.
MGMT 763 - E-LAB: TECHNOLOGY
Short Title: E-LAB: TECHNOLOGY
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 1.5-3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB A XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 764 - E-LAB: DEAL EVALUATION
Short Title: E-LAB: DEAL EVALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 1.5-3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB A XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Students will learn the processes and frameworks for evaluating incoming deal flow for early stage and private equity investments and gain hands on experience by applying the processes to applications for the Jones School Veteran Business Battle competition, the Rice Angel Network and other Rice affiliated competitions. Instructor Permission Required. Repeatable for Credit.

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 WMB A 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 WMB A 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 - QUANTITATIVE FINANCE LAB
Short Title: QUANTITATIVE FINANCE LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB A XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 638 and MGMT 648
Description: This course is a sequel to MGMT 638, Quantitative Investment Strategies. Students will work in groups to design, implement, and evaluate data-driven investment strategies. Groups will have freedom to select the signals they wish to consider for forming portfolios. Attention will be given to optimally combining multiple strategies, using market signals to rotate between strategies, and controlling portfolio turnover. Performance metrics will include alphas, Sharpe ratios, information ratios, skewness, kurtosis, and attribution analysis. Repeatable for Credit.

MGMT 768 - THE NEW FOOD ECONOMY
Short Title: THE NEW FOOD ECONOMY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 2
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMB A 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 - WASTE MANAGEMENT INTERNSHIP
Short Title: WASTE MANAGEMENT INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA, PMBA, WMB A or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Waste Management (WM) has established a formal internship program with the Jones Graduate School of Management (JGSM) at Rice University in order to give students more exposure to the emerging field of sustainable solutions. Students will gain valuable experience in the launch of new enterprises within WM and associated deal analysis. Instructor Permission Required. Repeatable for Credit.
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 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 - RICE ALLIANCE INTERNSHIP
Short Title: RICE ALLIANCE INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 773 - SURGE INTERNSHIP
Short Title: SURGE INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
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: Repeatable for Credit.

MGMT 774 - LEADERSHIP AND TEAM COACHING
Short Title: LEADERSHIP AND TEAM COACHING
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The best leaders understand the importance of developing the next generation - ensuring they have prepared successors and effective teams. This course will examine models and frameworks for coaching and development and is intended for those interested in practicing coaching as a manager or peer. Department Permission Required. Repeatable for Credit.

MGMT 775 - SUPPLY CHAIN ILE
Short Title: SUPPLY CHAIN 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: The Supply Chain for most companies is a very vital ingredient in their success, maybe even survival. Whether you are a company such as Apple, where your core competency is the design/styling of products, or your company designs, manufactures and distributes all of your products, the supply chain's has to perform at a high level. In the face of increasing customer expectations and global competitions, companies have to become more efficient in controlling the flow of materials throughout the supply chain. This ILE is designed to provide an introduction to the major components important in the Supply Chain. Topics discussed will include: Strategies for the Supply Chain, Procurement & Global Financial Decisions Processes such as Sales and Operations Planning (S&OP), Negotiation, Supplier Selection Systems for Manufacturing Planning & Control, & MRP/ERP Management of Suppliers using Performance Assessments, Developing Capabilities Decisions affecting Inventory, and Logistics Jobs in the Supply Chain Corporate Social Responsibility in the Supply Chain The course will be a combination of lectures and some thought-provoking activities and discussions of current events from the Supply Chain affecting companies will be part of the class, and participants are encouraged to bring in relevant examples from their previous work experience to share. Repeatable for Credit.
MGMT 776 - INTRODUCTION TO REAL ESTATE INDUSTRY
Short Title: INTRO TO REAL ESTATE INDUSTRY
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 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. Repeatable for Credit.

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 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 MBA 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, diagnose and solve problems with journey mapping, design a transformative customer experience, measure experience, and manage unforeseen mishaps and setbacks.

MGMT 779 - BUSINESS AND URBAN ANALYTICS
Short Title: BUSINESS & URBAN ANALYTICS
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: The project based class offers the unique opportunity for students from distinct fields of business and engineering to solve a real world data driven problem in a collaborative way. The data and the problem statement will come from the Rice University’s Administrative Center for Sustainability and Energy Management (ACSEM) at the start of the semester. Instructor Permission Required. Cross-list: ENGI 779.

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 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 MBA 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: 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 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 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 786 - BUSINESS & URBAN ANALYTICS
Short Title: BUSINESS & URBAN ANALYTICS
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: The project based class offers the unique opportunity for students from distinct fields of business and engineering to solve a real world data driven problem in a collaborative way. The data and the problem statement will come from the Rice University’s Administrative Center for Sustainability and Energy Management (ACSEM) at the start of the semester. Instructor Permission Required. Cross-list: ENGI 779.
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 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: CASE STUDIES IN ENERGY AND HEALTHCARE
Short Title: CORP REAL ESTATE - ENERGY & HC
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: World real estate accounts for 60% (US$225 trillion) of all mainstream assets. Every organization has a real estate footprint. This course helps business leaders understand how corporate real estate should support its organization's strategic business objectives. We will use lectures, case studies, and practical exercises to help solve common organizational problems.

MGMT 786 - GLOBAL BUSINESS OFFSITE
Short Title: GLOBAL BUSINESS OFFSITE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 0.75-1.5
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: 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 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 - LEADERSHIP DEVELOPMENT
Short Title: LEADERSHIP DEVELOPMENT
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.5
Restrictions: Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
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 793 - CREATING THE DATA DRIVEN BUSINESS
Short Title: CREATING DATA DRIVEN BUSINESS
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 WMBM 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. 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 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 WMBM 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 - LEADERSHIP DEVELOPMENT II
Short Title: LEADERSHIP DEVELOPMENT II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 0.5
Restrictions: Enrollment limited to students in the EMBA program.
Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate

MGMT 797 - EDGE INTERSESSION ABROAD - SOUTH AMERICA
Short Title: JONES EDGE - SOUTH AMERICA
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
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: Repeatable for Credit.

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 WMBM 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 804 - CREATING THE DATA DRIVEN BUSINESS
Short Title: CREATING DATA DRIVEN BUSINESS
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 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 806 - EXECUTIVE 2ND YEAR CAPSTONE
Short Title: EXEC 2ND YEAR CAPSTONE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
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 second-year capstone is an applied management course in the program's core curriculum, where student teams learn how to work through an end-to-end strategic assessment and planning effort on a current real-life strategic challenge faced by a Houston-based, socially-oriented community organization. It provides students the opportunity to apply their multi-functional (strategy, finance, marketing, organizational behavior, etc.) knowledge from the program and their own professional experience, as well as provides background on management of non-profit organizations. Repeatable for Credit.

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 EMBA program. 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 815 - BARGAINING
Short Title: BARGAINING
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: Repeatable for Credit.

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 821 - OPTIMIZING THE WORKFORCE OF THE FUTURE
Short Title: OPTIMIZING THE WORKFORCE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
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: Students consider optimal ways to plan for, encourage, and manage diversity in organizations. We explore the data and analyze the business case for diversity and evaluate strategies to recruit and retain diverse talent. This active-learning course relies on the latest empirical research and provides practical skills for managing tomorrow’s workforce.

MGMT 830 - STRATEGIC IT
Short Title: STRATEGIC IT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Today, businesses spend several trillion dollars annually on information technology (IT). To gain the greatest benefit from this investment, managers need to understand the interaction of this technology with ways of working. Our focus will be on cases in which business leaders have tried to use IT to enhance organizational development and support competitive strategy. From our analysis of their experiences, we will develop some management guidelines for businesses seeking to exploit IT.

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 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 841 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC ENVIR OF BUSINESS
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: 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 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
MGMT 865 - GLOBALIZATION OF BUSINESS
Short Title: GLOBALIZATION OF BUSINESS
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 course examines the increasing importance of trade
and foreign direct investment and the global political-economy to U.S.
business. We first study the historical roots of globalization and move
forward to consider the impact on business of the global trade rules
promulgated by the World Trade Organization. We also consider U.S.
policies towards trade and foreign direct investment.

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 881 - CONSULTATIVE SELLING
Short Title: CONSULTATIVE SELLING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
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 introduces students to the knowledge, skills,
and behaviors required for success in the field of consultative selling.
Topics include effective questioning, active listening, client learning style
and personality assessment, principles of influence, effective sales call
planning and execution, and delivering persuasive presentations.

MGMT 885 - MARKETING CHANNELS
Short Title: MARKETING CHANNELS
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: Repeatable for Credit.

MGMT 886 - DECISION MODELS
Short Title: DECISION MODELS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program.
Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate
Description: Successful management requires the ability to recognize
a decision situation, understand its essential features, and make a
choice. However, many of these situations - particularly those involving
uncertainty and/or complex interactions - may be too difficult to grasp
intuitively, and the stakes may be too high to learn by experience. This
course introduces spreadsheet modeling, simulation, decision analysis
and optimization to represent and analyze such complex problems.
The skills learned in this course are applicable in almost all aspects of
business and should be helpful in future courses. The course is divided
into two parts. In the first part, we discuss the use of decision trees
for structuring decision problems under uncertainty. In the second
part of the course, we discuss Monte Carlo simulation, a technique for
simulating complex, uncertain systems. Throughout the course, we will
use Microsoft Excel as a modeling environment, using add-in programs
as necessary. Familiarity with Excel is an important prerequisite for this
course.

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 901 - FINANCIAL STATEMENT ANALYSIS
Short Title: FINANCIAL STATEMENT ANALYSIS
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: Examines the role of financial statements in the evaluation of a firm's financial condition and the prediction of its future prospects. Covers the strategic, financial, and accounting analysis of a firm's profitability and riskiness by means of financial statement data, and introduces the fundamentals of financial statement forecasting and building pro-forma financial statements.

MGMT 903 - TAXES AND MULTINATIONAL BUSINESS STRATEGY
Short Title: TAXES/MULTINATIONAL BUS STRAT
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 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: 1.5
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.
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: 1.5
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.
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 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 922 - GLOBAL SUPPLY CHAIN MANAGEMENT
Short Title: GLOBAL SUPPLY CHAIN MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Description: Repeatable for Credit.

MGMT 926 - VENTURE CAPITAL
Short Title: VENTURE CAPITAL
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: The course is an overview of the venture capital industry; the formation, organization and operation of a venture capital fund; monitoring the portfolio companies and mentoring their management teams; valuation methodology and term sheets; legal issues; problems that a VC faces; exiting a portfolio company; failure and how to deal with it. The class has guest speakers from the industry and utilizes several relevant cases to give students situational experience. The entire course is based on real-world situations.

MGMT 927 - THE NEW ENTERPRISE
Short Title: THE NEW ENTERPRISE
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: 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: Critical study of the motivation, valuation, and integration of merging established businesses. While focusing on the application of M&A to further corporate strategy, the course also investigates the role of private equity, hostile transactions and asset restructurings in the M&A process.

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 959 - STRATEGY AND MANAGING INTERNATIONAL STRATEGIC ALLIANCES
Short Title: STRAT & MANAGING INTL STRAT.
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 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.

MGMT 970 - 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 EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Description: Examination of strategic planning approaches and methods for managing 21st Century organizations. Emphasizes design and implementation of planning systems that are highly responsive to the dynamic, competitive, stakeholder-influenced planning contexts facing modern organizations.

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 EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Description: This course is designed to be interactive, thought provoking and / or validate current methods of operating or managing within the supply chain. This course will explore the many working aspects and functions in plant and multi-plant system operations. Discussions and course content will delve into executive and managerial roles in maintaining efficient and effective plant and system wide operations. The course will also discuss the importance of establishing a system of early warning signs that identify and use critical success measures to be proactive towards emergent problems. Selected readings and exercises coupled with group presentations and discussions will examine functions in operations with a focus on manufacturing in the areas of: Strategy, Leadership, Execution, Operations Maintenance/Process Support systems for control, and General Discussions – Lessons Learned.

MGMT 985 - GLOBAL LEADERSHIP
Short Title: GLOBAL LEADERSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
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: Leadership challenges, skills and strategies in the global context. Cross-cultural differences in characteristics of followership, values, information- processing styles, interpersonal relationships, group dynamics and many other areas. Implications of these differences for employee attitudes and behavior, and for leadership effectiveness in the workplace. Scientifically- proven course material and dynamic, interactive teaching style.
MGMT 995 - ADVANCED BUSINESS ANALYTICS

Short Title: ADVANCED 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 MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

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 understand the difference between supervised and unsupervised learning, and learn how to select the correct tools for descriptive and predictive analytics.