MANAGEMENT (MGMT)

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

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

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

MGMT 503 - MANAGEMENT CONTROL
Short Title: MANAGEMENT CONTROL
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA 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 509 - LEADERSHIP & TEAMS
Short Title: LEADERSHIP & TEAMS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA program.
Course Level: Graduate
Description: Leadership is essential for organizational effectiveness, and in the modern workplace, work is primarily completed by teams. Thus, it is essential that students learn how to effectively lead and work within teams. This course will teach students leadership attributes, behaviors, relationships between leaders and team members, and leading effective teams through team composition, development, and management of team processes. A variety of teaching techniques including lectures, case analysis, and experiential exercises will be used to help students to understand and internalize scientifically-proven knowledge.

MGMT 510 - ORGANIZATIONAL BEHAVIOR
Short Title: ORGANIZATIONAL BEHAVIOR
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Study of the many factors, which influence how individuals, groups, and teams behave and function in complex organizations and how they can be effectively managed. Required for MBA.
MGMT 511 - LEADERSHIP
Short Title: LEADERSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program.
Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 510
Description: This course aims to develop a more thorough understanding of leadership and the leadership process. Through this exploration, it is hoped that students will come to understand themselves better within the leadership context (i.e., as a follower, as a self-leader, and as a leader of others).

MGMT 512 - LEADING CHANGE
Short Title: LEADING CHANGE
Department: Management
Grade Mode: 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 513 - NEGOTIATIONS ILE
Short Title: NEGOTIATIONS ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA or O MBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Course provides opportunities for students to experience different phases of two-part, multi-party, and team negotiations. Its interactive format facilitates development of analytical and behavioral skills for effective negotiation. Topics include diagnosing conflict, decision making, adversarial vs. cooperative strategies, ethical and cultural factors, and third-party intervention.

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

MGMT 515 - GLOBAL FIELD EXPERIENCE
Short Title: GLOBAL FIELD EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the 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, divers and complex environments. Department Permission Required. Repeatable for Credit.

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

MGMT 527 - INTRODUCTION TO ENTREPRENEURSHIP
Short Title: INTRO TO ENTREPRENEURSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the 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 531 - NEW ENTERPRISES
Short Title: NEW ENTERPRISES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the 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 HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Managerial economics deals with the application of microeconomic concepts for managerial decision making. The course covers market determination of prices, the impact of government interventions in markets, demand analysis and company pricing and output decisions to maximize profit, the short- and long-run profitability of companies under different market structures, game theory and strategic decision making, and the role of incentives in an organization.

MGMT 543 - FINANCE
Short Title: FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: 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 541 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC ENVIRONMENT OF BUSI
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: HMBA MBA OMB A PMBA WMB A 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 540 - MANAGERIAL ECONOMICS
Short Title: MANAGERIAL ECONOMICS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Managerial economics deals with the application of microeconomic concepts for managerial decision making. The course covers market determination of prices, the impact of government interventions in markets, demand analysis and company pricing and output decisions to maximize profit, the short- and long-run profitability of companies under different market structures, game theory and strategic decision making, and the role of incentives in an organization.

MGMT 561 - BUSINESS-GOVERNMENT RELATIONS
Short Title: BUSINESS-GOVERNMENT RELATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA OMB A PMBA WMB A 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 following programs: HMBA MBA OMB A PMBA WMB A XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: An exploration of the ethical and legal bases of managerial decision making and the social dimension of the business firm.

MGMT 563 - CORPORATE SOCIAL RESPONSIBILITY
Short Title: CORP SOCIAL RESPONSIBILITY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: HMBA MBA OMB A PMBA WMB A XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: An exploration of the ethical and legal bases of managerial decision making and the social dimension of the business firm.

MGMT 570 - COMPETITIVE AND INDUSTRY ANALYSIS
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: HMBA MBA OMB A PMBA WMB A XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Systematic examination of models and techniques used to analyze a competitive situation within an industry from a strategic perspective. Examines the roles of key players in competitive situations and the fundamentals of analytical and fact-oriented strategic reasoning. Examples of applied competitive and industry analysis are emphasized. Required for MBA.
MGMT 571 - STRATEGY FORMULATION AND IMPLEMENTATION
Short Title: STRATEGY FORMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course focuses on formulating and implementing effective organizational strategy, including competitive positioning, core competencies and competitive advantage, cooperative arrangements, and tools for implementation.

MGMT 574 - OPERATIONS MANAGEMENT
Short Title: OPERATIONS MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the design and integration of successful operations tactics both within the organization and across the supply chain. The course focuses on understanding, managing and improving processes and flows of products customers and information. Touching upon bottlenecks, inventory, quality management, and strategic issues in operations.

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

MGMT 583 - HYBRID MBA LAUNCH
Short Title: HYBRID MBA LAUNCH
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The Rice MBA Program Launch is composed of a rigorous one week experience intended to help acclimate students to the Jones School Culture, as well as the rapid pace of a top-tier graduate business program. At the end of Launch, students will be better prepared academically, professionally, administratively, and culturally to reap the full benefits of the MBA experience. The Rice MBA Program Launch is a mandatory activity for all incoming students.

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

MGMT 587 - PROFESSIONAL SEMINAR II
Short Title: PROFESSIONAL SEMINAR II
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: In this experiential course, students engage with business leaders with a specific focus on integrating and synthesizing across the business disciplines to address big challenges and seize big opportunities.

MGMT 588 - STRATEGIC BUSINESS COMMUNICATION I
Short Title: STRATEGIC BUSINESS COMM I
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hour: 1
Restrictions: Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the strategy and usage of American-style business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.
MGMT 590 - STRATEGIC BUSINESS COMMUNICATIONS
Short Title: STRATEGIC BUSINESS COMM II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the strategy and practice of business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.

MGMT 591 - 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: Introduction to the strategy and usage of American-style business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.

MGMT 592 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA 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 593 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the strategy and practice of business presentations. Includes frequent oral presentations (both individual and team) and feedback.

MGMT 594 - STRATEGIC BUSINESS COMMUNICATION I
Short Title: STRATEGIC BUSINESS COMMUNICATION I
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course exposes the student to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covers the following topics: sampling, descriptive statistics, probability distributions, and regression analysis.

MGMT 595 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments.
MGMT 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. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increased role for data analysis as an aid to business decision-making. This course exposes the student to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covering the following topics: sampling, descriptive statistics, probability distributions, and regression analysis. Required for MBA.

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

MGMT 599 - ACTION LEARNING PROJECT
Short Title: ACTION LEARNING PROJECT
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The Action Learning Project (ALP) is a team-based, student consulting program where students will work with corporate and nonprofit 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 Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The Jones Graduate School of Business International Energy Simulation is designed to create a real world environment in which multiple actors align and compete to achieve their distinct objectives. We will use a fictitious country that has a wide range of challenges and possible opportunities. You will be assigned to one of about 15 teams including government, energy companies, media, villagers, public policy institutions and others. Critical success factors include strategic thinking, the ability to build alliances, and a deep understanding of the perspectives of multiple stakeholders. Expect the unexpected.

MGMT 601 - FINANCIAL STATEMENT ANALYSIS
Short Title: FINANCIAL STATEMENT ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA X MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Study of how investors, financial analysts, creditors, and managers use financial statement information in evaluating firm performance and in valuing firms. Emphasizes industry and firm-level analysis of accounting information using financial accounting concepts and finance theory. Mutually Exclusive: Cannot register for MGMT 601 if student has credit for MGMT 634/MGMT 635.
MGMT 603 - BUSINESS TAX STRATEGY: PRINCIPLES  
**Short Title:** BUSINESS TAX STRAT: PRINCIPLES  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMB. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** Course covers the principles of taxation for business and investment planning and their application to business strategy. Topics covered include tax policy, taxing jurisdictions, fundamentals of tax planning, measurement of business income and deductions, tax reporting, financial statement impact of taxes, choice of entity, international taxation from a US perspective, mergers and acquisitions, and select individual tax topics affecting business professionals.

MGMT 604 - 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 XMB. 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 TAX STRATEGY: INDUSTRY APPLICATIONS  
**Short Title:** BUS. TAX STRAT: APPLICATIONS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MACC MBA PMBA WMBA XMB. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** Building on MGMT 603 Business Tax Strategy: Principles, this course considers tax strategy in several industries, including energy, real estate, health care, and entrepreneurship. Each setting provides unique tax challenges and opportunities. Students focus on an applied tax strategy project in their chosen industry of interest. MGMT 603 may be taken concurrently. Cross-list: MACC 573.

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

MGMT 607 - COMPETITIVE STRATEGIES AND EMERGING MARKETS  
**Short Title:** COMP STRATEGY & EMERGING MKTS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMB. 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 XMB. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** With a seismic shift in commercial real estate due to technology-driven changes to distribution networks and the digitization of the economy, developers face challenging and evolving opportunities. How do you adapt and thrive when customer desires change at lightning speed and everyone competes against Amazon? Through simulations and a real-time case study, students learn to capture the rewards of customer-centric design using psychographics and quantitative methodologies.
MGMT 609 - ENERGY MARKETS IN TRANSITION  
**Short Title:** ENERGY MARKETS IN TRANSITION  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

**Course Level:** Graduate  
**Description:** This course considers various publicly available projections of long-term world and U.S. energy markets to 2050. The focus is on the relative impact of input assumptions on modeled trends in the energy sector with an emphasis on renewables. Students will form teams to take a qualitative look at the risk, uncertainty and relative impact of economic growth, demographics, oil price, oil & gas supply, renewables cost, policy, and other assumptions. The teams will also consider how policies, investment and technology advances could drive energy trends to lower emissions. Mutually Exclusive: Cannot register for MGMT 609 if student has credit for MGMT 612.

MGMT 610 - FUNDAMENTALS OF THE ENERGY INDUSTRY  
**Short Title:** FUNDAMENTALS OF THE ENERGY INDUSTRY  
**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 is based on the principle that one cannot understand commodity markets without a good grasp of the technology and physical infrastructure behind production, transportation, and distribution of energy commodities and linkages between different segments of the energy complex. The review of the industry infrastructure will be followed by discussion of the institutional framework of the energy markets in the US and other developed economies, including discussion of the different types of participating business entities, types of transactions and regulatory infrastructure. The course will be divided into three groups of lectures, covering the natural gas industry, power and coal business and oil / refined products markets, with an additional shorter lecture on regulatory issues.

MGMT 611 - GEOPOLITICS OF ENERGY  
**Short Title:** GEOPOLITICS OF ENERGY  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

**Course Level:** Graduate  
**Description:** This course examines global trends in the production and use of energy, its impact on governance and the environment, and the dynamic forces shaping the sector: energy security, trade, and climate change. We examine the firm’s role in these areas, and the “above ground” risks arising from political, social and environmental forces. We also examine energy from the perspective of states, whether the big exporters like Russia and the Middle East, demand centers in Asia and Europe, or underdeveloped countries in Latin America and Africa seeking to leverage domestic reserves for export revenues and domestic development. Students will use academic theory and case discussion to highlight energy business challenges in countries with diverse political systems and wide-ranging levels of economic development.

MGMT 612 - INTRODUCTION TO THE ENERGY SECTOR  
**Short Title:** INTRO TO THE ENERGY SECTOR  
**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:** Students will learn the basics of the energy sector and the energy transition. Types and sources of energy resources, fuel conversion processes and technologies, demand drivers and barriers to growth, the influence of policy and regulatory environments, and the social, economic, and environmental impact of energy choices. Mutually Exclusive: Cannot register for MGMT 612 if student has credit for MGMT 609.

MGMT 613 - SYSTEMS THINKING IN INNOVATION AND ENTREPRENEURSHIP  
**Short Title:** SYSTEMS THINKING  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

**Course Level:** Graduate  
**Description:** This course explores the human and social dynamics critical to the evolving world of technology innovation and entrepreneurship. Topics include: social systems; entrepreneurial mindset; the future of work and organizations; understanding new fields and data; the changing relationship between humans and technology; and questions in privacy, security, and regulation.
MGMT 614 - STRATEGIC SOCIAL NETWORKS  
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 615 - BARGAINING  
Course Level: Graduate  
Description: The course offers a review of the US energy markets across the entire commodity spectrum: natural gas, oil and refined products, electricity, renewables and renewable energy credits, coal and emission allowances. Some aspects of the international energy markets will be covered as well, to the extent the material is critical to understanding the economic system in which business in the United States operates? And how have these concepts taken shape over American history, laying an indelible imprint on this country's social, political, and economic fortunes and struggles? This course examines the history of American business and American capitalism. We will examine how business firms have been organized, what types of economic activities (trade, industrial production, transportation, communication, and finance) businesses have engaged in, and how workers, employers, politicians, activists, and consumers have struggled to determine exactly what business should do and for whom.

MGMT 616 - ENERGY MARKET ORGANIZATION  
Course Level: Graduate  
Description: This course offers an advanced introduction into the Economics of Information with an emphasis on core business applications.

MGMT 617 - THE INFORMATION ECONOMY: THEORY AND APPLICATIONS  
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 618 - BESTSELLERS: THE SCIENCE AND WISDOM  
Course Level: Graduate  
Description: There have been a lot of business books written over the years, making it difficult to navigate which ones contain wisdom grounded in sound science, and which ones make questionable claims and shaky promises. In this seminar, we'll examine some bestselling books to help make us better people, leaders, and consumers of business advice.

MGMT 619 - HISTORY OF BUSINESS  
Course Level: Graduate  
Description: What is a business? For that matter, what is capitalism, the economic system in which business in the United States operates? And how have these concepts taken shape over American history, laying an indelible imprint on this country's social, political, and economic fortunes and struggles? This course examines the history of American business and American capitalism. We will examine how business firms have been organized, what types of economic activities (trade, industrial production, transportation, communication, and finance) businesses have engaged in, and how workers, employers, politicians, activists, and consumers have struggled to determine exactly what business should do and for whom.

MGMT 620 - FOUNDER'S JOURNEY  
Course Level: Graduate  
Description: This Seminar will introduce you to the experiences, lessons, failures and successes of founders from a wide array of organizations, industries and companies. You will be immersed in problem rich environments and industries, and hear first-hand how entrepreneurs got their journey jump-started, while getting inspired to begin your own.
MGMT 621 - NEW ENTERPRISES
Short Title: NEW ENTERPRISES
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Evaluating opportunities for a new innovation-based enterprise; conceptualizing and developing a venture plan through an iterative process; articulating venture assumptions; testing venture assumptions through experimentation. Intended for students who want to start their own venture, join an early-stage venture, be entrepreneurial within an existing organization, or want to understand entrepreneurs and how to think entrepreneurially.

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

MGMT 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 PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Design Thinking is a problem-solving process that can be used to reduce risk when launching a new idea and increase your chances of developing an innovative solution that people want. Through our human-centered approach we will gain new insights into high-potential problem spaces and use an iterative experimentation process to ensure efficient resource utilization. Mutually Exclusive: Cannot register for MGMT 625 if student has credit for MGMT 764.

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

MGMT 627 - 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 XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The needs approach to buying and selling businesses; enterprise valuation; deal and contract structuring; mergers and acquisitions; leveraged buyouts; consolidating fragmented industries.

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

MGMT 629 - THE ENDURING ENTERPRISE
Short Title: THE ENDURING ENTERPRISE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: You’re in charge of a company, whether by founding, buying, inheriting, or promotion within it. You pour your heart and soul into it. Your customers and employees love it. It means something, and you want it to endure. This course is about the enduring enterprise, from startup to long-term sustainability.
MGMT 630 - CURRENT TOPICS IN FINANCIAL MARKETS
Short Title: TOPICS IN 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 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: This course focuses on the financial theory and market features underlying some of today's most pressing financial topics. Students learn about information asymmetry problems and understand how no-arbitrage concepts apply to valuation of financial instruments. Through this lens, we explore current issues in financial markets, how they affect a firm's ability to raise external capital to fund investments, and how markets and financial intermediaries assist in this. The learning experience includes faculty lectures, case studies, small-group projects, guest lectures, and discussions.

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 WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The basics that all executives, especially those working in the health care industry, need to know about health insurance programs, public and private markets, pricing, risk management and how insurance companies think about their business. After covering the basics, the course examines the rapid shifts occurring as a result of the Affordable Care Act and other environmental and legislative changes.

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

MGMT 633 - ROLES OF PHYSICIANS, SCIENTISTS, ENGINEERS AND MBA'S IN HIGH-TECH STARTUPS
Short Title: LIFE SCIENCE ENTREPRENEURSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This pragmatic course combines core lectures on entrepreneurship with special guest presentations by notable life science entrepreneurs. It explores the roles that physicians, scientists, engineers, and MBA's play in biotech, medical device, and healthcare companies, as well as major trends in Angel and Venture Capital Financings of Startups. Lectures on entrepreneurial team building, leadership and career planning are included. Cross-list: BIOE 633.

MGMT 634 - USING FINANCIAL STATEMENTS TO EVALUATE FIRM PERFORMANCE
Short Title: USING FINANCIAL STATEMENTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course is designed to develop basic skills in financial statement analysis with special emphasis on understanding, organizing and summarizing financial data for decision making purposes related to valuation. The course focuses on financial and accounting analysis which consists of documenting and understanding a firm's profitability relative to past performance and comparable firms. Ratio analysis, accounting quality, and earnings management are the focal points of this portion of the course. Mutually Exclusive: Cannot register for MGMT 634 if student has credit for MGMT 601.

MGMT 635 - ACCOUNTING-BASED VALUATION
Short Title: ACCOUNTING-BASED VALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 634 (may be taken concurrently)
Description: This course covers two major topics: 1) forecasting financial statements based on a complete historical analysis of the firm; 2) deriving firm value under a variety of approaches including discounted cash flows (DCF) and residual operating income valuation (ROPI). Mutually Exclusive: Cannot register for MGMT 635 if student has credit for MGMT 601.
**MGMT 637 - DILEMMAS IN FOUNDING NEW VENTURES**

**Short Title:** DILEMMAS IN FOUNDING NEW 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 X MBA 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 - DATA-DRIVEN INVESTMENTS: EQUITY**

**Short Title:** DATA-DRIVEN INVESTMENTS EQUITY  
**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  
**Prerequisite(s):** MGMT 665  
**Description:** This course provides an introduction to quantitative equity management. Quantitative management means trading on signals that can be constructed using predictors formed from corporate fundamentals, past prices, analyst forecasts, and earnings surprises. We discuss the full process of quantitative management, from preliminary analysis of signals to training models to backtesting and strategy assessment.

**MGMT 639 - DATA-DRIVEN INVESTMENTS: CREDIT**

**Short Title:** DATA-DRIVEN INVESTMENTS CREDIT  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA X MBA Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Prerequisite(s):** MGMT 665  
**Description:** This course introduces students to the use of data science tools and techniques to issues in corporate credit provision. The focus of the course will be on default and credit rating prediction, which are central to determining the price of corporate credit. Advances in data science have the potential to transform lending industry by moving credit provision away from a subjective, underwriting-based process.

**MGMT 640 - INTRODUCTION TO PRIVATE BUSINESS VALUATION**

**Short Title:** PRIVATE BUSINESS VALUATION  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Intensive Learning Experience  
**Credit Hours:** 0.75  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA X MBA 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 X MBA 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 OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.  
Course Level: Graduate  
Prerequisite(s): MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)  
Description: An introduction to forward, futures, option, and swap contracts, including the basic valuation principles, the use of these contracts for hedging financial risk, and an analysis of option-like investment decisions. Recommended for finance students.  

MGMT 643 - EQUITY PRACTICUM I - WRIGHT FUND  
Short Title: EQUITY PRACTICUM I WRIGHT FUND  
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 FUND  
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  
Prerequisite(s): MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)  
Description: Review of classic investment theory, with emphasis on measuring and managing investment risk and return. Includes the development of modern portfolio theory and asset pricing models, an introduction to option and futures contracts, market efficiency, and stock valuation. Recommended for most finance students.  

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

MGMT 647 - CORPORATE FINANCIAL POLICY  
Short Title: CORPORATE FINANCIAL POLICY  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the following programs:  
EMBA MBA OMBA 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 OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Prerequisite(s):** MGMT 543 or MGMP 543 or MGMW 543 or MGMT 843  
**Description:** Study of the theory and practice of the fundamental principles in finance, emphasizing hands-on experience with a wide range of corporate finance and investment applications. The course provides extensive opportunity to implement finance theory at a practical level and to develop advanced analytical spreadsheet expertise, including financial statement forecasting, regression analysis, Monte Carlo simulation, and portfolio optimization.

MGMT 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 MBA program. 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 OMBA 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 OMBA 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  
**Prerequisite(s):** MGMT 648 (may be taken concurrently) or MGMT 848 (may be taken concurrently)  
**Description:** The course examines the merger and acquisition process from the perspectives of buyers and sellers. Attention is paid to the internal (make) versus external (buy) growth opportunities and their value consequences. The course also analyzes the M&A transaction process through the study of cases. An additional focus will be in the interaction of strategic planning, value planning, financial strategies, and investment decisions.

MGMT 653 - BLOCKCHAIN: DIGITAL ASSETS AND THE INTERNET OF VALUE  
**Short Title:** BLOCKCHAIN: INTERNET OF VALUE  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Intensive Learning Experience  
**Credit Hours:** 0.75  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** Understand the design principles of the blockchain economy and its implementation challenges. Analyze the potential application of this "protocol of truth," beyond currency: to develop decentralized networks, to optimize logistics and trade; to record value and identity (smart contracts, birth certificates, insurance claims, art, land titles and even votes).
MGMT 654 - REAL ESTATE CAPITAL MARKETS: PUBLIC & PRIVATE
Short Title: RE CAP MARKETS: PUBLIC & PRIV
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMB 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 topics related to real estate capital markets. Specifically, this course will focus on how to raise capital for various uses. This course will devote time to understand the working of the Capital Markets. Second, to prepare students interested in Real Estate to learn concepts related to accessing capital from various sources. Finally, you will learn from various guest speakers who are highly recognized in the industry, what their experience has taught them and how to use it to make a team presentation "pitch" for capital.

MGMT 655 - THE MONEY REVOLUTION: DIGITAL DISRUPTION IN FINANCE
Short Title: THE MONEY REVOLUTION
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 XMB MBA 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 democratization 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 PMBA WMBA XMB MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This class covers analytical techniques related to pricing financial derivatives used extensively in the energy industry, including European, American, Asian, binary and spread options on forwards. In addition, the class will cover applications of financial derivatives in market and credit risk management in the energy industry.

MGMT 657 - INTERNATIONAL FINANCE
Short Title: INTERNATIONAL FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMB MBA 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 XMB MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 642 (may be taken concurrently)
Description: This course focuses on applied risk management projects. The hands-on experience allows in-depth analysis and understanding of practical risk management issues and exposure to different risk management tools including Value at Risk. The course is a combination of lectures and application of skills.

MGMT 659 - REAL ESTATE FINANCE: VALUATION
Short Title: REAL ESTATE FINANCE: VALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMB 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 XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: Legal risk pervades business dealings. This course explores legal risk by educating the student on legal theories, then how to identify, quantify, reduce and accept legal risk, in the context of real estate transactions. Effective interaction with legal counsel will be emphasized. 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 XMBA 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 662 - INTERNATIONAL CORPORATE GOVERNANCE

Short Title: INT'L CORPORATE GOVERNANCE

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture

Credit Hours: 1.5

Restrictions: Enrollment limited to students in the following programs:
EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: This course provides an overview of successful strategies managers use to navigate their companies in the international environment governed by different laws and norms. By discussing detailed case studies of companies, students will learn about the ways global markets, local governments, and interorganizational networks shape the actions of multinational firms.

MGMT 663 - MANAGING STAKEHOLDER RISK

Short Title: MANAGING STAKEHOLDER RISK

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture

Credit Hours: 1.5

Restrictions: Enrollment limited to students in the following programs:
EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: This course focuses on protecting and creating firm value by engaging external stakeholders (e.g., communities, NGOs, politicians) in challenging socio-political environments. Students learn how to: exercise due diligence to manage socio-political risk; engage stakeholders to earn a social license to operate; and integrate stakeholder-based initiatives into financial and operational management.

MGMT 664 - OPERATIONS LEADERSHIP LAB

Short Title: OPERATIONS LEADERSHIP LAB

Department: Management

Grade Mode: Satisfactory/Unsatisfactory

Course Type: Laboratory

Credit Hours: 0.75

Restrictions: Enrollment limited to students in the following programs:
EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Prerequisite(s): MGMT 670

Description: This course is designed to give students a close up and personal view of two private Houston companies whose owners have led successful change efforts in the operations of their businesses. Repeatable for Credit.

MGMT 665 - INTRODUCTION TO PYTHON FOR BUSINESS ANALYTICS

Short Title: PYTHON FOR BUSINESS ANALYTICS

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture

Credit Hours: 1.5

Restrictions: Enrollment limited to students in the following programs:
EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895

Description: This course introduces the fundamentals of Python programming environment with a focus on applied statistics and business applications. Students will learn how to read and write scripts, manipulate and clean data, run basic inferential statistical analysis using contemporary Python data science libraries. This course serves as a foundation for courses in machine learning and advanced application courses in finance, marketing and operations.
MGMT 667 - REAL ESTATE DEVELOPMENT: FEASIBILITY
Short Title: RE DEVELOPMENT: FEASIBILITY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA 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 the development process, market studies, financial feasibility, and joint ventures for the primary real estate property types.

MGMT 668 - INTERNATIONAL TRADE AND BUSINESS STRATEGY
Short Title: INTL TRADE & BUSINESS STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: An overview of the economic and political environment of international trade, foreign investment, and competitiveness, focusing on institutions that affect international commerce.

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

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

MGMT 671 - CORPORATE CRISIS MANAGEMENT AND COMMUNICATION
Short Title: CORP CRISIS MGMT&COMMUNICATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Current methods of crisis management utilizing recent real-world cases. Research strategies and analyze each situation's processes and results. Class will enhance strategic thinking, determine pros and cons of courses of action, and provide an understanding of the decision making process. Class is interactive with individual and small group participation.

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

MGMT 673 - COST ANALYSIS IN HEALTHCARE
Short Title: COST ANALYSIS IN HEALTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA 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
Description: This lecture-style course deals with the study of public traded securities that have their cash flows tied to real property cash flows, such as mortgage-backed securities and REITs. Topics include fan introduction to REITs, mortgages backed securities, and the process of securitization of residential and commercial mortgages. Students also gain an understanding of the role of the securitization process in the 2007-2009 financial crisis. The course includes guest lectures by leaders in the real estate industry.

MGMT 676 - MISSION AND VALUES AS A LEADER IN ECONOMIC ACTIVITIES
Short Title: MISSION AND VALUES AS A LEADER IN ECONOMIC ACTIVITIES
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: In this course we focus on illuminating aspects of the role of values in commerce through several case studies. These cases include a company that did not adhere to laudable values and failed catastrophically; a company that navigates legal, ethical, and public relations challenges created by adhering to a certain set of values; and a company that reaped benefits socially and financially from a values-driven approach. Each company experienced a crisis, which highlighted the values employed within the company. We also discuss our own professional-personal mission and giving voice to our values. We conclude the course with an articulation of our institutional and personal mission and values.

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

MGMT 678 - BUSINESS OF HEALTHCARE
Short Title: BUSINESS OF HEALTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA 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 679 - AI TOOLS FOR BUSINESS DECISION MAKING
Short Title: AI TOOLS FOR BUSINESS DECISION MAKING
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 595 or MGMP 595 or MGMW 595 or MGMT 895
Course Level: Graduate
Description: This course will introduce students to AI and machine learning tools to draw managerial insights from data. Through the course, students will learn about methods such as classification trees and neural networks, and apply these methods across business applications settings such as marketing, finance, healthcare and other business areas. Recommended Prerequisite(s): MGMT 665

MGMT 680 - CUSTOMER LIFETIME VALUE
Short Title: CUSTOMER LIFETIME VALUE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA 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 PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course is designed to offer you an overview of the major principles of persuasion. The emphasis will be on developing a marketing communications approach that will fit into a firms’ marketing program. The course will cover how to set effective communication objectives, decide what to communicate and how to develop a message execution approach.

MGMT 682 - PRICING STRATEGIES
Short Title: PRICING STRATEGIES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA 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 683 - INTRODUCTION TO BRAND STRATEGY
Short Title: INTRODUCTION TO BRAND STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to Brand Strategy is designed to introduce students to core branding concepts through case analysis (done out of class) and branding exercises completed in class within brand teams including: brand audit, brand positioning, brand platform. Brand strategy elements to be introduced include: choice between branded house vs house of brands; sponsored and endorsed brands; brand architecture and brand portfolio; brand equity. Mutually Exclusive: Cannot register for MGMT 683 if student has credit for MGMT 684.

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

MGMT 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 - MARKETING ANALYTICS
Short Title: MARKETING ANALYTICS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA X MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Marketing is evolving from an art to a science as data is the key source of decision making. This course will teach you how to use analytics and data to address decisions by marketing managers, with emphasis on pricing and promotion decisions. A key part of the class is understanding how different types of data can—or can’t—be used to answer managerial questions, as well as how better planning can both simplify the analytics and increase your confidence in the findings. The course is organized around a hierarchy of topics. We begin with understanding pricing and promoting to an individual customer. This analysis provides the foundation as we move to more aggregate decisions, such as setting regular and promoted prices at the product level, managing category pricing, and store analytics. This class is designed to be very practical and hands-on. Most of the data we analyze is from real-world managerial problems, through collaborations with leading retailers and consulting firms who have brought problem-driven challenges to the classroom. Working knowledge of statistics (e.g., t-test and regression analysis) is required. You will learn and use R for data analysis, and no prior experience with R is necessary. The goal is not to train students to become experts in statistics or computer science; rather, students will learn to become a bridge between data scientists and managers.

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 X MBA 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 689 - 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 X MBA 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 690 - HEALTHCARE STRATEGY
Short Title: HEALTHCARE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA X MBA 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 offers students interested in this sector the opportunity to study and review core strategy concepts, analytical techniques, and frameworks relevant to developing, evaluating, and implementing value-creating strategies for organizations operating in various sectors of the healthcare space. Instructor Permission Required.
MGMT 691 - BREAKTHROUGH NEGOTIATIONS IN APPLIED CONTEXTS
Short Title: BREAKTHROUGH NEGOTIATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course focuses on designing and conducting breakthrough negotiations in context, using the healthcare context as an example. It introduces a dynamic model and illustrates how negotiators should consider characteristics of a specific context in formulating and executing their negotiation strategies. The course uses a variety of exercises and simulations in the healthcare context to facilitate students' understanding and internalizing of the framework and to sharpen their skills in contextualizing their negotiation strategies.

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

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

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

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

MGMT 698 - APPLIED OPERATIONS OPTIMIZATION
Short Title: APPLIED OPS OPTIMIZATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBW XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This energy transition short course explores the intersecting transformations in the transportation and energy sectors. While considering mobility modes, energy sources and delivery channels in a global context, the course will consider on and off-road mobility and energy systems, and related policies in the United States. Student teams consider industrial, investment, and policy initiatives that have the potential to deliver a significantly cleaner, safer, cheaper, and more accessible mobility system in the U.S. while managing financial and social costs of the transition.
MGMT 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 overview of the U.S. healthcare industry and the legislative and policy revisions impacting the economy of healthcare and will learn frameworks for evaluation capital investment decisions amid changes in policy and payment models.

MGMT 700 - INDEPENDENT STUDY  
**Short Title:** INDEPENDENT STUDY  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Independent Study  
**Credit Hours:** 0.75-3  
**Restrictions:** Enrollment limited to students in the following programs: EMBA 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 Standards Committee. Department Permission Required. Repeatable for Credit.

MGMT 701 - MARKETING EXPERIMENTATION  
**Short Title:** MARKETING EXPERIMENTATION  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**Description:** This course will focus on gathering interpretable and actionable information from your customers via experiments and surveys. The first part of the course will focus on measurements: what you want versus what you can get. Then we will run actual surveys or online experiments and present the outcomes.

MGMT 702 - RICE BUSINESS INTERNATIONAL STUDY  
**Short Title:** RICE BUSINESS INTL STUDY  
**Department:** Management  
**Grade Mode:** Satisfactory/Unsatisfactory  
**Course Type:** Seminar  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the following programs: EMBA 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 Hours: 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 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 708 - PRICING STRATEGIES: OIL & GAS INDUSTRY
Short Title: PRICING STRATEGIES-OIL&GAS IND
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: In rapidly changing business environments, with global competition and maturing markets, demonstrating in-market growth and competitive advantage is extremely important. This class explores how companies utilize existing information and custom data to create frameworks that facilitate strategic growth-oriented decisions. The class also focuses on new trends in digital transformation within O&G markets with Pricing and Sales effectiveness as the focus. Class sessions will emphasize experimental learning and will include a combination of case studies, real-time business examples and hands-on fieldwork where applicable.

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

MGMT 710 - LEADERSHIP ILE
Short Title: LEADERSHIP ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Students engage in an intensive learning experience to grow their leadership skills. Each student serves as the interim CEO of a manufacturing company, leading the management team responsible for strategy, marketing, financing, operations, research, and development. Students analyze financial, consumer, and operations data and develop tools to make predictions in an uncertain and changing marketplace. Keeping the company profitable - or even out of bankruptcy - is itself a challenge. In addition, the team faces difficult situations throughout the simulation that test skills learned in the core organizational behavior course and other core courses.
MGMT 711 - NEGOTIATIONS ILE
Short Title: NEGOTIATIONS ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Description: Course provides opportunities for students to experience different phases of two-party, multi-party, and team negotiations. Its interactive format facilitates development of analytical and behavioral skills for effective negotiation. Topics include diagnosing conflict, decision making, adversarial vs. cooperative strategies, ethical and cultural factors, and third-party intervention.

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

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

MGMT 714 - CAREER STRATEGY
Short Title: CAREER STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: You will deploy business strategy principles to develop your own career strategy: determine your long-term aspirations, set a long-term plan of initiatives to build the strengths and presence needed to realize those aspirations, prepare to find opportunities to execute that plan in the short-term, and decide which opportunity to accept. Instructor Permission Required.

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

MGMT 716 - PROCESS IMPROVEMENT INTENSIVE
Short Title: PROCESS IMPROVEMENT INTENSIVE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Process performance improvement requires a fundamental set of analytical and statistical tools, along with the critical-thinking skills to apply them effectively in the correct sequence during a project. In this course, students will learn key process improvement tools, how they are planned and applied, and how to interpret their output. Additionally, the course provides a detailed Lean Six Sigma roadmap for leading a process improvement project from codifying the business problem, understanding baseline state, identifying root causes to performance shortfalls, developing and implementing the solution through to sustaining improved performance.
MGMT 717 - PROJECT MANAGEMENT
Short Title: PROJECT MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course focuses on the fundamentals of project management. Students will have the opportunity in this course to apply many of the subjects discussed in the MBA program in practical ways through case studies and consulting with company project managers.

MGMT 718 - MANAGING ENERGY ASSETS: PRINCIPLES
Short Title: MANAGING ENERGY ASSETS
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 fundamental principles underlying the management of physical assets in modern energy value chains, which are in the midst of the ongoing transition toward net zero emissions. The emphasis is on understanding in a rigorous, quantitative, experiential, and practical fashion how costs, capacity constraints, and market or technical risks affect operational decisions, in particular both investments in new capacity or technology and their management once installed or adopted.

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 XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Developing strategies to optimize the integrated planning and execution of processes that facilitate the flow of materials, information and financial capital. Topics explored include Materials Demand Planning, Procurement Systems, Inventory Management, Strategic Sourcing, Supplier Relationship Management, Logistics and Asset Management.

MGMT 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 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 WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course provides a practical, business-oriented overview of three important strategic considerations for a new enterprise: (1) identifying and monetizing the business’s potential intellectual property; (2) identifying and addressing other people’s IP-ownership claims, including data-privacy considerations; and (3) long-term planning for a liquidity event.

MGMT 726 - FIXED INCOME PRACTICUM I - RICE FI FUND
Short Title: FIXED INCOME PRACTICUM I
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 648 (may be taken concurrently) and MGMT 645 (may be taken concurrently)
Corequisite: MGMT 651
Description: The first course in the two semester sequence where students gain hands-on experience in managing fixed income portfolios. Students manage both the Rice FI Fund, a $2.5 million Rice University endowment bond portfolio, and a simulated long-term portfolio. Students use Finance Center resources to conduct in-depth quantitative and qualitative analysis of sectors and individual securities across different fixed income asset classes, develop portfolio strategies, and manage risk and return. This applied course builds on foundations provided in MGMT 651, a co-requisite. Admission is by application only. Instructor Permission Required. Repeatable for Credit.

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

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

MGMT 729 - CURRENT ISSUES IN TECHNOLOGY MANAGEMENT
Short Title: CURRENT ISSUES IN TECH MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Companies that successfully select, adopt, and exploit technology gain a competitive advantage. Business leaders, executives, strategists, innovators and line managers each play a key role. Their decisions and actions determine a business’s ability to leverage technology successfully. In the classroom, our focus will be on current technology related issues faced by businesses, including security, privacy and emerging technologies such as AI and IoT. We will examine these topics through recent research and use case studies to develop strategies students can use in their environment. The course is focused on managing business impact, business risk, and externalities related to technology. It is not industry specific and no prior technical knowledge is required.

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

MGMT 733 - STRATEGIES FOR GROWTH
Short Title: STRATEGIES FOR GROWTH
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): (MGMW 570 or MGMP 570 or MGMT 570 or EMBA 991) and (MGMW 571 or MGMP 571 or MGMT 571 or EMBA 993)
Description: This course focuses on examining various strategies that companies can adopt to achieve sustainable and profitable growth. The course will use a variety of real-life cases of companies and supplement them with relevant readings, lectures, or other exercises, as necessary.
MGMT 734 - TECHNOLOGY COMMERCIALIZATION LAB
Short Title: TECH COMMERCIALIZATION LAB
Department: Management
Grade Mode: Standard Letter
Course Type: 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 621 (may be taken concurrently) or MGMT 927 (may be taken concurrently)
Description: The goal of this course is to provide the student with exposure to entrepreneurship through early stage technology commercialization. Evaluation of opportunities, business model, capitalization, and early operations are covered, with a focus on applying knowledge learned in the New Enterprises course to a discrete technology spinning out of a Rice affiliated research lab. You will gain first-hand experience in dealing with the unique challenges and pathways for translating a research prototyping into a commercial product. A significant amount of time will be spent on university to business transitions and in thinking about how to take research discoveries and create a business, team, and strategy for new and disruptive innovations. Instructor Permission Required.

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

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

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

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

MGMT 740 - STUDENT VENTURE FUND: EVALUATING STARTUP INVESTMENT OPPORTUNITIES
Short Title: STUDENT VENTURE FUND
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 626
Description: Students will identify, screen, and evaluate start-ups for investment by the Rice venture capital fund. Through this highly experiential course, students will learn tools for rigorously evaluating startup ventures for investment, valuing early stage companies, and structuring investments. Students will present their investment recommendations to an advisory committee. Graduate/Undergraduate Equivalency: BUSI 465. Mutually Exclusive: Cannot register for MGMT 740 if student has credit for BUSI 465.
MGMT 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
Description: This course is designed to provide students with theoretical and practical understanding of current operational challenges faced by service organizations. It explores both quantitative and qualitative tools and methods for the effective planning, design, marketing, management, and improvement of service operations.

MGMT 745 - POLITICAL RISKS IN ENERGY INVESTMENTS
Short Title: POLITICAL RISKS IN ENERGY INVESTMENTS
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 examines the broad subject of government regulation of business and financial markets and is designed to help the student develop the skills necessary to navigate the complex regulatory environment. Through theoretical and practical instruction, students will learn the role and function of government and governmental decision-making, explore the intersection between economics and the law, and learn to spot legal issues before they become grounds for termination, lawsuits, or criminal indictments. Emphasis is placed on high impact regulatory programs, such as antitrust, security regulation, civil rights, and environmental laws.
MGMT 748 - OPERATIONAL IMPROVEMENT: TOOLKIT
Short Title: OPS IMPROVEMENT: TOOLKIT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course provides students with the knowledge of key process improvement tools, how they are planned, applied and how to interpret their output. The course includes practical application of the tools through hands-on exercises.

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

MGMT 750 - 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: 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 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 748
Description: This course provides the needed skills, along with the experience of leading and facilitating change in a live, healthcare environment with actual processes, staff and business value on the line. Students are paired, given a real business problem in a major Houston healthcare system and guided to deliver the solution, implementation plan and control plan. Instructor Permission Required.

MGMT 754 - REAL ESTATE INVESTMENTS LAB
Short Title: REAL ESTATE INVESTMENTS LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 659 or MGMT 667 or MGMT 669
Description: Learn how to invest in Apartments, Retail Centers, Offices, Industrial & other properties and master the Underwriting process. Opportunity to learn from seasoned Investors and network with property owners, brokers, and lenders. Students will originate/review real deals, conduct market and financial analysis, structure partnerships, identify & manage risks, and present to a real investment committee.
MGMT 755 - DUE DILIGENCE IN COMMERCIAL REAL ESTATE

Short Title: DUE DILIGENCE IN REAL ESTATE

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture

Credit Hours: 0.75

Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: This course will cover the due diligence conducted in the acquisition of commercial real estate through a case study of two retail projects; an income-producing project and the other a value-added project. Students will evaluate due diligence materials for a third income-producing asset and make a recommendation on whether to acquire the project based on their analysis.

MGMT 756 - CORPORATE REAL ESTATE POST PANDEMIC

Short Title: CORP REAL ESTATE POST PANDEMIC

Department: Management

Grade Mode: Standard Letter

Course Type: Seminar

Credit Hours: 0.75

Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: In this short course, students explore the current pandemic and prior crises to understand the impacts on personal, organizational and market resiliency particularly as it relates to office work and, therefore, strategic corporate real estate management. In an applied setting, students gain key insights to prepare for the future of work and the workplace as business leaders.

MGMT 757 - REAL ESTATE LAB: DEVELOP DESIGN CONSTRUCTION

Short Title: RE LAB: DEVELOP DESIGN CONSTR

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture/Laboratory

Credit Hours: 3

Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Prerequisite(s): MGMT 659 (may be taken concurrently) or MGMT 667 (may be taken concurrently) or MGMT 669 (may be taken concurrently)

Description: Cross-list: ARCH 691. Repeatable for Credit.

Course URL: www.arch.rice.edu/academics/current-courses (http://www.arch.rice.edu/academics/current-courses/)

MGMT 758 - ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) ISSUES IN STRATEGY

Short Title: ESG ISSUES IN STRATEGY

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture

Credit Hours: 1.5

Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: Organization's success does not only depend on its strategic repertoire within a given market, but also on how well it incorporates environmental, social, and governance (ESG) factors in its strategy. By engaging with peer organizations, non-governmental agencies, the media, and other external stakeholders, firms can proactively identify and address ESG issues. Consideration of ESG factors in strategy can help simultaneously achieve a long-term competitive advantage as well as enhance a firm's social and environmental impact. The goal of this course is to provide you with analytical tools that help managers assess a firm's broader environment and make decisions that are beneficial for the firm and for society at large.

MGMT 759 - DIGITAL TRANSFORMATION

Short Title: DIGITAL TRANSFORMATION

Department: Management

Grade Mode: Standard Letter

Course Type: Lecture

Credit Hours: 1.5

Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Description: Using real cases across industries and visits of industry experts, Digital Transformation is designed to equip students to confidently conceive, lead and execute digital innovation and transformation initiatives and develop new business models for existing and insurgent organizations.

MGMT 760 - E-LAB: VENTURE CAPITAL

Short Title: E-LAB: VENTURE CAPITAL

Department: Management

Grade Mode: Satisfactory/Unsatisfactory

Course Type: Laboratory

Credit Hours: 1.5-3

Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Course Level: Graduate

Prerequisite(s): MGMT 626 (may be taken concurrently)

Description: Students learn by working with early stage investors including angel and venture capital organizations. Students learn through hands on support and are expected to be at the sponsoring organizations office 8 - 10 hours per week and attend investor pitches. The Venture Capital E-Lab is not a standard class and requires meeting off campus. To apply for this course visit http://lilie.link/elab-app. Instructor Permission Required. Repeatable for Credit.
MGMT 761 - E-LAB: 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. To apply for this course visit http://lilie.link/elab-app. 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. To apply for this course visit http://lilie.link/elab-app. Department Permission Required. Repeatable for Credit.

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

MGMT 764 - INTRODUCTION TO DESIGN THINKING
Short Title: INTRO TO DESIGN THINKING
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5-3
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: Design thinking continues to be a core pillar of entrepreneurship and innovation in the private, public, and nonprofit sectors. It is a creative problem-solving process that is based on key principles from human-centered design. By keeping the end user at the center throughout the process, the aim is that you ultimately develop an idea or solution that people using your solution want. In this course, you will collaborate in teams to learn and apply the design thinking approach by understanding the end user, transforming insights into opportunities, and developing solutions using iterative prototyping and experimentation. You’ll bring your individual backgrounds and experiences to the table as you build tangible experience applying design thinking skills to approach problems in a more meaningful, efficient, and resourceful way. Through this course, you’ll learn skills to more creatively solve problems throughout your professional (and personal) life as an entrepreneur or an intrapreneur. Mutually Exclusive: Cannot register for MGMT 764 if student has credit for MGMT 625.

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

MGMT 766 - HEALTHCARE INNOVATION AND ENTREPRENEURSHIP LAB
Short Title: HEALTHCARE INNOV & ENTREP LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Students work with nascent medical device startups created out of the Healthcare Innovation and Entrepreneurship course. Students work 10 hours per week on various aspects of a business plan and preparation for business plan competitions.
MGMT 679 - DATA-DRIVEN INVESTMENTS LAB
Short Title: DATA-DRIVEN INVESTMENTS LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 638 or MGMT 639 (may be taken concurrently)
Description: This course is part of the data-driven investments curriculum designed to equip students with an analytical quantitative investment toolkit. Students work in groups to develop, test, and implement investment strategies using Python. The investment strategies are driven using a range of datasets provided by the instructors. Students first explore the data and develop trading ideas and then simulate implementation of their chosen strategy. The course emphasizes understanding the sources of investment performance through analyses of factor and sector exposures, attribution analysis, and performance evaluation.

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

MGMT 678 - THE NEW FOOD ECONOMY
Short Title: THE NEW FOOD ECONOMY
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 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 768 - THE NEW FOOD ECONOMY
Short Title: THE NEW FOOD ECONOMY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course 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 767 - DATA-DRIVEN INVESTMENTS LAB
Short Title: DATA-DRIVEN INVESTMENTS LAB
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 638 or MGMT 639 (may be taken concurrently)
Description: This course is part of the data-driven investments curriculum designed to equip students with an analytical quantitative investment toolkit. Students work in groups to develop, test, and implement investment strategies using Python. The investment strategies are driven using a range of datasets provided by the instructors. Students first explore the data and develop trading ideas and then simulate implementation of their chosen strategy. The course emphasizes understanding the sources of investment performance through analyses of factor and sector exposures, attribution analysis, and performance evaluation.

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 - INFRASTRUCTURE DEVELOPMENT IN THE ENERGY TRANSITION
Short Title: ENERGY TRANSITION: INFRA DEV
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course examines the commercial arrangements used by energy companies (traditional and renewable) to design facilities, select contractors, manage construction, and maintain facilities. The course concludes with a simulation in which student teams participate in a bid round to acquire infrastructure contracts and then experience typical risks faced by firms undertaking these large projects.
MGMT 773 - RENEWABLES AND THE ENERGY TRANSITION LAB
Short Title: ENERGY TRANSITION LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBB XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Prerequisite(s): MGMT 609
Description: This course gives students the opportunity to apply their knowledge, skills, and experience to explore one of the many opportunities or challenges in the Energy Transition. For example, energy security, economic competitiveness and environmental responsibility are important considerations as the electric grid, transportation, industrial, and building sectors continue to increase their reliance on renewable energy sources. In addition, the integration of oil, natural gas and renewable power generation and consumption will increasingly leverage information and communication technologies, and advance modeling and simulation techniques to accelerate implementation. Students will work in 2–3 member Project Teams to select an energy topic of interest. The project will include identifying a relevant NGO, government, or industrial organization to consider the potential impact of actions, investment, and policies on future outcomes.

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

MGMT 775 - CAPITAL THEMES IN CLIMATE TECH
Short Title: CLIMATE TECH
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBB XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Course focuses on capital themes across the energy transition. Student teams will construct, validate, and propose a climate tech investment opportunity.

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

MGMT 777 - INVESTMENT BANKING AND MARKETS ILE
Short Title: INVESTMENT BANKING & MARKETS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBB 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 PMBA WMBB XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course examines the key issues in managing customer experience in customer-focused service organizations. Its learning objectives are to understand the customer decision journey framework, diagnose and solve problems with journey mapping, design a transformative customer experience, measure experience, and manage unforeseen mishaps and setbacks.

MGMT 779 - FINANCIAL INCLUSION LAB
Short Title: FINANCIAL INCLUSION LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBB XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Prerequisite(s): MGMT 648 or MGMT 848
Course Level: Graduate
Description: This course engages a team (or teams) of MBA students at the Jones School of Business, Rice University in an ongoing project designed to address issues of economic inequality and mobility in the Houston MSA.
MGMT 780 - WHEN YOUR BUSINESS IS SUED
Short Title: WHEN YOUR BUSINESS IS SUED
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course provides an understanding of a lawsuit from the viewpoint of business leadership. Lectures cover causes of action, procedure, evidence, case evaluation and resolution. Practical exercises provide insight into the importance of discovery and depositions. Classic business litigation cases will be presented. The course ends with a mini-trial based on class materials.

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

MGMT 782 - TECH TOOLS FOR BUSINESS
Short Title: TECH TOOLS FOR BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895
Description: Introduces tools for business data analysis beyond Excel, including python and SQL. Teaches how to query SQL databases using SQL clients, Excel, and python. Teaches how to filter, reshape, summarize, and visualize data in python. Provides an introduction to machine learning methods for forecasting, including data transformations and ways to avoid overfitting. Teaches how to implement the methods in python.

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

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

MGMT 785 - CORPORATE REAL ESTATE STRATEGY
Short Title: CORPORATE REAL ESTATE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course focuses on corporate real estate as a critical component of achieving any organization's strategic objectives. Corporate real estate is foundational to culture, organizational transformation, and, done right, drives integrated business value. This course provides a framework for understanding decision making in corporate real estate using practical applications, case studies, and interaction with industry leaders.
MGMT 786 - GLOBAL BUSINESS OFFSITE
Short Title: GLOBAL BUSINESS OFFSITE
Department: Management
Grade Mode: 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 - FRONTIERS OF CORPORATE GOVERNANCE
Short Title: FRONTIERS OF CORP GOVERNANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Using case studies, the course will examine topics such as the roles and responsibilities of corporate boards, how to adapt corporate governance practices from private to public, the role of culture and financial incentives on ethics and corporate performance, the pros and cons of dual class structures, and the effects of shareholder activism.

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

MGMT 792 - PRINCIPLES OF SURVEY DESIGN
Short Title: PRINCIPLES OF SURVEY DESIGN
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course will teach students principles of survey design to prepare them to conduct surveys during and after business school. The course will cover articulating clear research objectives, defining the appropriate audiences to survey, determining the best methodology, and writing an actionable survey.
MGMT 793 - CREATING THE DATA DRIVEN BUSINESS
Short Title: CREATING DATA DRIVEN BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA WMBA X MBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course provides an understanding of how to build and lead a data driven business. Lectures cover fundamentals of data management, analytics maturity models, the role of “Big Data,” application of artificial intelligence, machine learning, and cognitive computing technologies for predictive and adaptive analytics, and creating value-based business analytics strategies.

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

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

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

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

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

MGMT 801 - FINANCIAL ACCOUNTING
Short Title: FINANCIAL ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the preparation, analysis, and use of corporate financial data. Covers the basic techniques of analyzing financial accounting data from the perspective of managers as well as external users of this data such as investors.

MGMT 802 - MANAGERIAL ACCOUNTING
Short Title: MANAGERIAL ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Provides general managers with an understanding of the design and function of a firm's management accounting system to enable them to become active consumers of accounting information. The course describes how accounting information can assist managers in making decisions about products, services, and customers; improving existing processes; and aligning organizational activities toward long-term strategic objectives.

MGMT 803 - ARTIFICIAL INTELLIGENCE FOR BUSINESS
Short Title: AI FOR BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895
Description: This course is meant for those who want to understand how Artificial Intelligence (AI) is applied to business problems. We will examine the use of key AI technologies and study examples where AI produced measurable value across different industries. We will explore the ethical, economic, and social implications of AI as used for business.

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

MGMT 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 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 - DIVERSITY, EQUITY, AND INCLUSION IN BUSINESS  
**Short Title:** BUSINESS DIVERSITY & INCLUSION  
**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 how our identities shape the way we interact with the world, and how individual, group, organizational, and societal level processes intertwine to shape diversity, equity, and inclusion at work. We will discuss how to better navigate diverse settings, improve our ability to work within and lead diverse and inclusive teams, and consider effective solutions for designing and supporting diversity efforts in organizations.

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

MGMT 823 - 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 deals with strategic management topics of interest to ventures that operate in technological ecosystems. Topics include platforms, network effects, coping with disruptive innovation, and how technology can create new markets and revolutionize existing ones.

MGMT 840 - ECONOMICS FOR BUSINESS  
**Short Title:** ECONOMICS FOR BUSINESS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 3  
**Restrictions:** Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.  
**Course Level:** Graduate  
**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 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 focuses on strategic management topics of interest to ventures that operate in technological ecosystems. Topics include platforms, network effects, coping with disruptive innovation, and how technology can create new markets and revolutionize existing ones.

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 topics and trends. The intent is to expose students to the practical challenges and opportunities when addressing 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: 3  
Restrictions: Enrollment limited to students in the EMBA program.  
Enrollment is limited to Graduate or Graduate Quadmester level students.  
Course Level: Graduate  
Description: Study of the theory and practice of the fundamental principles in finance, emphasizing hands-on experience with a wide range of corporate finance and investment applications. The course provides extensive opportunity to implement finance theory at a practical level and to develop advanced analytical spreadsheet expertise, including financial statement forecasting, regression analysis, Monte Carlo simulation, and portfolio optimization.

MGMT 874 - OPERATIONS MANAGEMENT  
Short Title: OPERATIONS MANAGEMENT  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Enrollment is limited to Graduate or Graduate Quadmester level students.  
Course Level: Graduate  
Description: Introduction to the design and integration of successful operations tactics both within the organization and across the supply chain. The course focuses on understanding, managing and improving processes and flows of products, customers, and information. Touching upon bottlenecks, inventory, quality management, and strategic issues in operations.

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

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

MGMT 913 - STRUCTURAL CHANGE IN PUBLIC EDUCATION IMMERSIVE OFFSITE PRACTICUM
Short Title: CHANGE IN PUBLIC ED. PRACTICUM
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hours: 6
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Corequisite: MGMT 912
Description: This practicum is composed of two components, classroom-based skills training and a hands-on consulting experience. In the skills training portion of the course, students are trained in the competencies required for success as managers and leaders of modern public- and social-sector organizations. Among the complex skills students acquire are working effectively in interdisciplinary professional teams, managing projects to specified outcomes, adaptable problem solving in the face of ambiguous and changing organizational needs, formulating team-based solutions for multi-dimensional problems (legal, operational, etc.), and designing practical analytic approaches to evaluating solutions including developing and testing hypotheses. Students then apply these skills directly in a consulting experience. Students, working in multi-disciplinary teams, support education organizations in thinking through some of their most challenging legal, policy, strategic, design, governance, and implementation issues and provide actionable solutions. While providing client organizations with important short-term support and long-term access to exceptional professional talent, the projects give students rich opportunities to test concepts encountered in the class; unique insight into what a career in public-education leadership looks like; and important career-entry opportunities and a valuable network in the education sector. Department Permission Required.
MGMT 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: 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 955 - ADVANCED FINANCIAL RESTRUCTURING
Short Title: ADV FINANCIAL RESTRUCTURING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Prerequisite(s): MGMT 954 (may be taken concurrently)
Description: After mastering MGMT 954 terms and frameworks, gain a deeper understanding of issues and tactics for complex reorganizations, international insolvencies, energy bankruptcies, long/short investing in distressed debt, and hedging and alpha investing with credit default swaps. Discover long-term macroeconomic themes impacting corporate restructuring. Author case study in teams of 2-3.

MGMT 960 - STRATEGIC INNOVATION MANAGEMENT
Short Title: STRATEGIC INNOVATION MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
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.
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.
Description: This class provides students practical perspectives on common issues that arise in the negotiation and documentation of commercial agreements, including why certain contract clauses are used, why it is generally not possible to use “one pagers,” and how to work more effectively with counsel.

MGMT 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.
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 following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.

Description: This course considers the operations executive’s role in delivering to corporate objectives, in peer-to-peer executive relationships, and in operations organization leadership. The student will select a business case study that applies concepts discussed in the textbook, such as capacity planning, supply chain management, cost reduction and technology insertion. In preparing the case study, the student will consider the influence of process maturity, process improvement, corporate structure, and the operating challenges presented by the energy transition to a more carbon-neutral, climate-neutral future.

MGMT 974 - LEADING OPERATIONAL TRANSFORMATION

Short Title: LEADING OPS TRANSFORMATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.

Description: This course introduces the leadership thinking, tools and skills required to bring strategic alignment, drive performance change and create sustainability in operations. Topics include: developing a strategy into an executable form; linking measures and change initiatives; project infrastructure, prioritization, resourcing, and methodologies (such as Lean and Six Sigma); embedding standardized processes and process management.

MGMT 995 - INTRODUCTION TO DATA MINING FOR BUSINESS ANALYTICS

Short Title: DATA MINING FOR BUS. 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.
Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595 or MGMT 895

Description: The main purpose of this course is to expose students to the interactive process of analyzing and exploring enterprise data to find insights that can be leveraged for competitive advantage. We will apply analytical tools to data in order to learn how to discover patterns and associations in business data that would otherwise be ignored. We will go through the steps of a typical data science project, such as data exploration, data visualization, (data) storytelling, prediction, classification, and optimization, using a real-world data set.