BUSINESS

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Rice Business

Rice Business, accredited by the Association to Advance Collegiate Schools of Business (AACSB (https://www.aacsb.edu)), is a tight-knit and selective business school with a challenging and supportive learning culture. Our focus on research-based curriculum, innovation, and purpose helps you become the leader you want to be.

Rice Business is home to both the Jesse H. Jones Graduate School of Business (JGSB) and the Virani Undergraduate School of Business (VUSB). The same faculty teach the graduate and undergraduate programs.

The Jones Graduate School of Business offers a master in business administration (MBA), a one-year master of accounting (MAcc), and a PhD in business, as well as executive education non-degree programs.

The Virani Undergraduate School of Business offers a major in Business (BUSM) with one of three major concentrations (Finance, Management, and Marketing). Additionally, the school offers both a minor in Business (BUSI), as well as a minor in entrepreneurship (ENTR).

The Jones Graduate School of Business at Rice Business

Master of Accounting (MAcc) Degree

The Master of Accounting degree is designed to enable students with a top-tier non-accounting undergraduate education to complete the educational requirements for becoming a certified public accountant. Program requirements and additional information regarding the Master of Accounting program may be found here (https://ga.rice.edu/programs-study/departments-programs/business/accounting/).

Master of Finance (MFin) Degree

The Master of Finance degree is designed to enable students with a top-tier undergraduate education, regardless of their major, to enter the financial services profession. It is ideally suited for early-career individuals or those looking to pivot into specialized finance roles. Program requirements and additional information regarding the Master of Finance program may be found here (https://ga.rice.edu/programs-study/departments-programs/business/finance/).

Master of Business Administration (MBA) Deferred Enrollment

The Jones Graduate School of Business offers deferred enrollment, through the Rice MBA Deferred Enrollment program (https://business.rice.edu/rice-mba/full-time-mba/deferred-enrollment/). This program is intended for future leaders in business, government, and non-profit endeavors who are currently undergraduates. This program allows students to apply to the Rice Business Full-Time MBA during their final year of college and reserve their spot for two to five years after

graduation. Eligible students must be employed during the interim years to retain their space. Students are encouraged to explore all sorts of career options - from traditional companies to start-ups - to help develop their professional and leadership skills during the required pre-MBA work.

Master of Business Administration (MBA) Degree Programs

The MBA degree can be obtained via the Full-Time MBA program, the MBA for Executives program, the MBA for Professionals program, the MBA Professional Hybrid program, or the MBA@Rice online program. The Executive, Professional, Professional Hybrid MBA programs and MBA@Rice are designed for executives and working professionals who do not wish to interrupt their careers while pursuing the MBA degree. The MBA for Professionals program has three formats: an evening format, an alternating weekend format, and an extended evening format.

A coordinated MBA/master of science program is offered by the Jones Graduate School of Business and the Weiss School of Natural Sciences Professional Science Master's (PSM) Program. This program prepares students to become managers in organizations requiring specialized technical knowledge and general management skills. Students must apply separately and be accepted by both the business school and by the appropriate PSM program.

An MBA/MD dual degree program is offered by the Jones Graduate School of Business and Baylor College of Medicine. This program prepares students to become both physicians and managers in institutions involved in the delivery of high-quality healthcare, as well as biotechnology-focused industries, health insurance/managed healthcare firms, and pharmaceutical and medical supply and equipment companies.

Doctor of Philosophy (PhD) Degree in the field of Business

The PhD program (https://business.rice.edu/our-programs/phd-business/) is designed for candidates with outstanding intellectual abilities and a strong commitment to research. The goal of the PhD program is to train students for academic careers focused on cutting-edge, rigorous research and teaching in a business school environment. Applicants to the PhD program must hold a four-year bachelor's degree from an accredited institution. A master's degree and work experience are not required for admission. (Advanced degrees (e.g. master's degrees) and prior work experience are considered in admission decisions, but evidence of strong intellectual ability is of primary importance.) Faculty research interests and PhD major concentrations for graduate students include accounting, finance, marketing, operations management, organizational behavior, and strategic management. Although the Jones Graduate School of Business does not normally admit students to study for an MA, graduate students in the PhD program may earn the MA as they work towards the PhD.

Certificate in Healthcare Management

The Graduate Certificate in Healthcare Management (https://ga.rice.edu/programs-study/departments-programs/business/healthcare-management/healthcare-management-certificate/) is tailored for healthcare professionals from the Texas Medical Center and other organizations across the greater Houston area, aiming to equip them with up-to-date management tools, business strategies, and practical skills to advance their careers and improve organizational effectiveness. The courses, taught by acknowledged healthcare experts and accomplished faculty, cover multiple facets of healthcare, including leadership, strategy, organizational behavior, operations, marketing, accounting, and finance.

In addition to coursework, the graduate certificate program requires each participant to conduct a guided project in their area of focus.

The Graduate Certificate in Healthcare Management can be earned by Rice MBA degree-seeking and non-MBA degree-seeking graduate students and by non-degree-seeking (graduate certificate) students who satisfy the certificate admission requirements. Non-degree-seeking (graduate certificate) students who are interested in earning their MBA can apply for and (upon acceptance) return for an MBA degree. Additionally, the certificate is stackable. Graduate certificate students in Healthcare Management may apply some of the course credit earned in the Graduate Certificate in Healthcare Management program to elective credit requirements for the MBA degree program (upon acceptance).

The Virani Undergraduate School of Business at Rice Business

Undergraduate Major in Business

The business major (https://business.rice.edu/undergraduate-business-major/) provides a robust foundation in the academic areas of business, including accounting, finance, marketing, operations, organizational behavior, strategy and communications. To declare a major in business, students must also declare a major concentration in finance, management, or marketing, which requires additional advanced courses. All three major concentrations provide the knowledge, critical thinking, and analytical skills to solve a broad array of today's business problems.

Undergraduate Minor in Business

The business minor (https://business.rice.edu/our-programs/undergraduate-programs/business-minor/) consists of six courses designed to provide a strong foundation in the essential disciplines of business and to develop students' critical thinking and communication skills. All courses in the minor are taught by JGSB faculty.

Undergraduate Minor in Entrepreneurship

The entrepreneurship minor (https://ga.rice.edu/programs-study/departments-programs/business/entrepreneurship/), a joint offering with the George R. Brown School of Engineering and Computing, provides Rice students with a pathway to pursue rigorous interdisciplinary study in the field of innovation and entrepreneurship, enabling students to understand the theory and frameworks behind different disciplinary aspects of entrepreneurship and how to apply these theories to develop and scale innovative solutions to market opportunities and societal challenges. The minor is administered by the Liu Idea Lab for Innovation and Entrepreneurship (Lilie) (https://entrepreneurship.rice.edu/).

Bachelor's Program

- Bachelor of Arts (BA) Degree with a Major in Business
  - and a Major Concentration in Finance (https://ga.rice.edu/programs-study/departments-programs/business/business/business-finance-ba/)
  - and a Major Concentration in Management (https://ga.rice.edu/programs-study/departments-programs/business/business/business-management-ba/)
  - and a Major Concentration in Marketing (https://ga.rice.edu/programs-study/departments-programs/business/business/business-marketing-ba/)

Minors

- Minor in Business (https://ga.rice.edu/programs-study/departments-programs/business/business/business-minor/)
- Minor in Entrepreneurship (https://ga.rice.edu/programs-study/departments-programs/business/entrepreneurship/entrepreneurship-minor/)

Master's Programs

- Master of Arts (MA) Degree in the field of Business*
- Master of Accounting (MAcc) Degree (https://ga.rice.edu/programs-study/departments-programs/business/accounting/accounting-macc/#requirementstext)
- Master of Business Administration (MBA) Degree, (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-executives/)**Executive Program**
- Master of Business Administration (MBA) Degree, (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-online/)**Online Program**
- Master of Business Administration (MBA) Degree, (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-hybrid/)**Professional Hybrid Program**
- Master of Business Administration (MBA) Degree, (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-professionals-evening/)**Professional Program (Evening, Evening Extended)**
- Master of Business Administration (MBA) Degree, (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-professionals-weekend/)**Professional Program (Weekend)**
- Master of Business Administration (MBA) Degree, (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-full-time/)**Full-Time Program**
- Master of Finance (MFin) Degree (https://ga.rice.edu/programs-study/departments-programs/business/finance/finance-mfin/)

Doctoral Program

- Doctor of Philosophy (PhD) Degree in the field of Business
  - and a Major Concentration in Accounting (https://ga.rice.edu/programs-study/departments-programs/business/business/business-phd-concentration-accounting/)
  - and a Major Concentration in Finance (https://ga.rice.edu/programs-study/departments-programs/business/business/business-phd-concentration-finance/)
  - and a Major Concentration in Marketing (https://ga.rice.edu/programs-study/departments-programs/business/business/business-phd-concentration-marketing/)
  - and a Major Concentration in Operations Management (https://ga.rice.edu/programs-study/departments-programs/business/business/business-phd-concentration-operations-management/)
  - and a Major Concentration in Organizational Behavior (https://ga.rice.edu/programs-study/departments-programs/business/business/business-phd-concentration-organizational-behavior/)
  - and a Major Concentration in Strategic Management (https://ga.rice.edu/programs-study/departments-programs/business/business/business-phd-concentration-strategic-management/)

Coordinated Programs

With the Wiess School of Natural Sciences

- Master of Business Administration (MBA) Degree
  - and the Master of Science in Bioscience and Health Policy (MSBHP) Degree (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-bioscience-health-policy-msbhp/)
  - and the Master of Science in Energy Geoscience (MSEG) Degree (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-energy-geoscience-mseg/)
  - and the Master of Science in Environmental Analysis (MSEA) Degree (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-environmental-analysis-msea/)
  - and the Master of Science in Space Studies (MSSpS) Degree (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-space-studies-mssps/)

Dual Degree Program

With the Baylor College of Medicine

- Master of Business Administration (MBA) Degree and the Doctor of Medicine (MD) Degree (https://ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-md/)

Certificate

- Certificate in Healthcare Management (https://ga.rice.edu/programs-study/departments-programs/business/healthcare-management/healthcare-management-certificate/)***(for Rice degree-seeking MBA students)*****
- Certificate in Healthcare Management (https://ga.rice.edu/programs-study/departments-programs/business/healthcare-management/healthcare-management-certificate-standalone/)***(for Rice degree-seeking (non-MBA) students or standalone graduate certificate students)*****

* *Although students are not normally admitted to a Master of Arts (MA) degree program, graduate students may earn the MA as they work towards the PhD.*

** *This certificate program is open to both Rice students enrolled in a graduate degree-granting program and to (standalone)* graduate certificate students *(https://ga.rice.edu/graduate-students/academic-opportunities/certificates/). Additionally, this certificate is stackable, meaning graduate certificate students may decide to apply for and (upon acceptance) return for an MBA degree.*

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William H. Glick
Robert E. Hoskisson
George Kanatas
Ronald N. Taylor
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Jonathan Miles
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Assistant Clinical Professors

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Natalia Piqueira
Eleanor Putnam-Farr
John Wisneski

Professors in the Practice

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Benjamin Lansford
David VanHorn

Senior Lecturers

Lee Ann Butler
Al Danto
Janet Moore
Hesam Panahi

Lecturers

Todd Cimino
Kelly Drakey
Kam Hamidieh
Sophie Randolph
Michael Sklar
Ginger Vaughn
Jorge Vidal
Ian Wedgwood

Instructors

Kathleen Perley
Adam Wulf

Joint Appointments

Margaret E. Beier
Michelle "Mikki" R. Hebl
Danielle D. King Jordan
Eden B. King
Eduardo Salas

For Rice University degree-granting programs:
To view the list of official course offerings, please see Rice's Course Catalog (https://courses.rice.edu/admweb/!SWKSCAT.cat?p_action=cata).
To view the most recent semester's course schedule, please see Rice's Course Schedule (https://courses.rice.edu/admweb/!SWKSCAT.cat).

Business (BUSI)

BUSI 150 - ECONOMICS FOR BUSINESS
Short Title: ECONOMICS FOR BUSINESS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: This course introduces economic concepts tailored to business applications and managerial decision making. Foundational topics include product market supply and demand, pricing strategies, market structures, and cost analysis, all framed within real-world business decision-making. The course also considers key features of the macroeconomic environment including inflation, unemployment, business cycles and long-term economic growth. Emphasizing case studies, students apply economic principles to optimize resources, maximize profits, and navigate competitive market environments.

BUSI 215 - LEADING ACROSS SOCIAL DIVIDES
Short Title: LEADING ACROSS SOCIAL DIVIDES
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: The ability to effectively manage diversity and inclusion is no longer a competitive advantage but an essential leadership skill in today's complex social and organizational landscapes. This course draws on classic theories and cutting-edge research from management, social psychology, and sociology to examine how our social identities—including our race, gender, (dis)ability, religion, and social class—shape our experiences both as individuals and as members of social groups, organizations, and society. Students will critically examine how individual, group, organizational, and societal-level processes interact to create and sustain systems of inequality, while also investigating pathways toward greater equity and inclusion in organizational settings.

BUSI 233 - GENAI FOR BUSINESS: TOOLS AND IMPLEMENTATION
Short Title: GENAI FOR BUSINESS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: This course equips you with hands-on experience using the latest AI tools, from chatbots to AI avatars. Learn how to harness AI to drive real-world business success. No coding required—just your creativity and curiosity. Students gain an understanding of AI tools, their applications, and strategies for using them to drive innovation and success in business applications.

BUSI 238 - SPECIAL TOPICS
Short Title: SPECIAL TOPICS
Department: Business
Grade Mode: Standard Letter
Course Type: Internship/Practicum, Laboratory, Lecture, Seminar, Independent Study
Credit Hours: 1-4
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: Topics and credit hours vary each semester. Contact department for current semester's topic(s). Repeatable for Credit.

BUSI 305 - FINANCIAL ACCOUNTING
Short Title: FINANCIAL ACCOUNTING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Covers the preparation, analysis, and use of corporate financial statements; asset and liability valuation and income determination; receivables, inventories, present values, tangible and intangible fixed assets, bonds, leases, shareholder equity, intercorporate investments, consolidations, and cash flow accounting. Space is limited.
Course URL: www.business.rice.edu/ (http://www.business.rice.edu/)

BUSI 310 - LEADING PEOPLE IN ORGANIZATIONS
Short Title: LEADING IN ORGANIZATIONS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Introduces the psychological and sociological processes underlying human behavior in organizational settings (e.g., companies, schools, sports clubs). Topics include motivation, decision making, principles of fairness and justice, cross-cultural differences, working in teams, and tactics of influence.
Course URL: www.business.rice.edu/ (http://www.business.rice.edu/)

BUSI 343 - FINANCIAL MANAGEMENT
Short Title: FINANCIAL MANAGEMENT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 180 or STAT 280 or SOSC 302 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307 or POLI 395 or PSYC 339) and (BUSI 150 or ECON 100 or ECON 200) and BUSI 305
Description: Develops the core concepts of corporate financial management and introduces a set of analytical tools to evaluate financial decisions. Employs concepts of time value of money, risk and return, and market efficiency are to examine how capital market investors value risky assets. Develops a framework for evaluating corporate investment and financing decisions. Mutually Exclusive: Cannot register for BUSI 343 if student has credit for ECON 343.
Course URL: www.business.rice.edu/ (http://www.business.rice.edu/)

BUSI 371 - PRODUCT DEVELOPMENT AND MANAGEMENT
Short Title: PRODUCT DEVELOPMENT AND MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: In this course, we learn about the process, methodologies, and techniques of new product development and management. The course focuses on how to create value and growth for products in new and existing markets. The first half of the course structures learning around the principles of (good) product design, and systematic inventive thinking. In the second part of the course, we learn about the processes, methodologies, and techniques of new product management. We deal with the challenge of bringing to market elegant and efficient solutions that address customer needs.

BUSI 374 - OPERATIONS MANAGEMENT
Short Title: OPERATIONS MANAGEMENT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 395 or STAT 180 or STAT 280 or SOSC 302 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307 or POLI 395 or PSYC 339
Description: An introduction to the design and integration of successful operations procedures 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. Covering measurable techniques to deal with bottlenecks, inventory, queues, quality management, and some strategic issues in operations. Recommended Prerequisite(s): BUSI 305 and (BUSI 150 or ECON 100 or ECON 200)

BUSI 380 - MARKETING
Short Title: MARKETING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Introduces the role of marketing in organizations and the principal marketing decisions facing management. Topics include marketing planning and strategy; segmentation and targeting; understanding customer buying behavior; behavioral economics; development and management of products and services; branding; channels of distribution; sales; digital marketing, advertising and promotional methods; pricing strategy; and the development of integrated marketing strategies.
Course URL: www.business.rice.edu/ (http://www.business.rice.edu/)

BUSI 390 - STRATEGIC MANAGEMENT
Short Title: STRATEGIC MANAGEMENT
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 305 (may be taken concurrently)
Description: Examines the strategic management of businesses in market and non-market environments. Key topics include competitive and industry analysis, strategy formulation and implementation, and strategic planning. Case discussions of real companies are combined with readings. Recommended Prerequisite(s): BUSI 150 or ECON 100 or ECON 200 Mutually Exclusive: Cannot register for BUSI 390 if student has credit for BUSI 471.
Course URL: business.rice.edu/ (http://business.rice.edu/)

BUSI 395 - DATA ANALYTICS
Short Title: DATA ANALYTICS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Distribution Group: Distribution Group III
Credit Hours: 4
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): MATH 101 or MATH 102 or MATH 105 or MATH 112
Description: An introduction to the statistics and mathematics required for the applications of data science to business environments. The course covers both descriptive and predictive analytics. Starting with the building blocks of probability, random variables and sampling distributions moving to hypothesis testing and regression analysis and culminating with more advanced topics such as multiple regression, model selection and time series analysis emphasizing their use in addressing concrete business problems.

BUSI 396 - BUSINESS COMMUNICATION
Short Title: BUSINESS COMMUNICATION
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 310 (may be taken concurrently) and BUSI 305 (may be taken concurrently)
Description: Provides an introduction to business, focusing on the strategy and practice of effective communications in business situations. The course includes individual communication skills assessment and development as well as team-based oral and written communication instruction.

BUSI 401 - FINANCIAL STATEMENT ANALYSIS
Short Title: FINANCIAL STATEMENT ANALYSIS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307) and (BUSI 343 or ECON 343) and BUSI 305
Description: Financial statements are a key source of information about the economic activities of a firm. This course builds on the core financial accounting course by incorporating more complex financial statement items and how they should be interpreted, along with illustrating tools to evaluate performance using financial statement items. Key aspects of the course include understanding how to use information from financial statements to evaluate corporate performance, risk, earnings management, and valuation. The course focuses on determining the quality of financial reporting, the implications for performance measurement and forecasting, along with utilizing this information in conjunction with systematic ratio analysis to examine questions concerning valuation. The course is primarily case based involving the evaluation of actual financial statements and real world investment decisions. Mutually Exclusive: Cannot register for BUSI 401 if student has credit for MACC 512/MGMP 601/MGMP 602.

BUSI 405 - ISSUES IN FINANCIAL REPORTING I
Short Title: ISSUES IN FINANCIAL REPORTNG I
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 305
Description: Building on subject matter introduced in BUSI 305, this course provides students with a deeper knowledge of generally accepted accounting principles and procedures so that they properly account for and present information in financial statements prepared for external users. The student will acquire an understanding of the accounting issues relating to complex revenue recognition issues, inventory costing, long-lived tangible and intangible assets, and discontinued operations. The student should be able to evaluate alternative accounting methods and choose the methods which will best convey the financial information related to the above areas. The student should be able to demonstrate an understanding of the transaction analysis, recording, classification, summarization, and reporting procedures in the accounting cycle, and an understanding of the information contained in the financial statements. Finally, students should be able to demonstrate written communication skills required of accountants. BUSI 305 Financial Accounting is a pre-requisite for this course.

BUSI 420 - LEADERSHIP AND TEAMS
Short Title: LEADERSHIP AND TEAMS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 310
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.

BUSI 421 - POWER, INFLUENCE AND ORGANIZATIONAL CHANGE
Short Title: POWER, INFLUENCE & ORG CHANGE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 310
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 and influence to initiate and manage organizational change. The course will introduce a framework for power, influence, and organizational changes and teach students how to enhance their personal competencies in the context of navigating these organizational dynamics. A variety of teaching techniques including lectures, case analysis, video, and experiential exercises will be used to help students to understand and internalize scientifically-proven knowledge.

BUSI 422 - NEGOTIATIONS AND DECISION MAKING
Short Title: NEGOTIATIONS & DECISION MAKING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 310
Description: Successful managers and professionals possess effective negotiation and decision-making skills. This course teaches students how to formulate effective negotiation strategies, how to resolve conflict by engaging in negotiation, how to identify commonly seen biases and errors in negotiation and decision-making, how to deal with uncertainty in negotiation and decision-making, and how to overcome potential biases and errors in negotiation, judgment and decision making. 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.

BUSI 423 - EMOTIONAL INTELLIGENCE FOR LEADERS
Short Title: EMOTIONAL INTELLIGENCE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 310
Description: This course posits that emotion is necessary for business leaders to make good decisions. The emotionally intelligent manager leverages four key skills by: 1) identifying how all key participants feel, themselves included; 2) using these feelings to guide the thinking and reasoning of the people involved; 3) understanding how feelings might change as events unfold; and 4) managing to stay open to the data of feelings and integrating them into decisions and actions. This course provides you the ability to discover your base level of emotional intelligence and provides specific techniques and practice opportunities designed to improve how you manage your emotions and the emotions of others to contribute to effective leadership performance.

BUSI 424 - MANAGEMENT CONSULTING PRACTICUM
Short Title: MANAGEMENT CONSULTING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 421 and BUSI 422) or (BUSI 421 and BUSI 423) or (BUSI 422 and BUSI 423)
Description: Management consulting represents one of the largest knowledge industries in the world, with over $300 billion in annual revenue globally. It remains one of the most sought-after career opportunities for business students. This course is structured as a field study practicum designed to teach the fundamentals of solving strategic problems for clients in the role of a management consultant. Special emphasis will be placed on applied analytical thinking, teamwork/leadership, and the dynamics of client interactions.

BUSI 430 - MANAGEMENT ACCOUNTING
Short Title: MANAGEMENT ACCOUNTING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307) and (BUSI 150 or ECON 100 or ECON 200) and BUSI 305
Description: This course emphasizes the use of accounting information internally for business management as opposed to the external reporting emphasis of financial accounting. Specifically, the course covers the design of decision support systems to aid planning and control in different types of organizations. It integrates accounting with ideas from data analysis, microeconomics, and operations management. Among the topics covered are the use of cost information for short- and long-term decision making, cost-volume-profit analysis, budgetary control, cost allocation, capital budgeting, and responsibility accounting. Mutually Exclusive: Cannot register for BUSI 430 if student has credit for MACC 531.

BUSI 431 - ADVANCED STRATEGIC MANAGEMENT
Short Title: ADVANCED STRATEGIC MANAGEMENT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307) and BUSI 310 and (BUSI 343 or ECON 343) and BUSI 380 and BUSI 390
Description: This course builds upon, and extends, the foundational strategy concepts covered in the core Strategic Management course. We shall examine how companies can achieve a competitive advantage through innovation, geographic or product market expansion, as well as expansion into new businesses through diversification or vertical integration. Since companies pursue these opportunities not only through organic means, but also increasingly through mergers or acquisitions, the course will also examine the benefits and challenges associated with these alternate modes and how to manage them effectively. The course will conclude by studying the process by which companies develop their strategy as well the actions they need to take in order to execute that strategy so as to achieve the desired results.

BUSI 432 - BUSINESS AND SOCIETY
Short Title: BUSINESS AND SOCIETY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 390
Description: External stakeholders, ethical concerns, and sustainability issues increasingly pressure executives to address the social and environmental impact of their companies' operations. As a result, an organization's success does not only depend on its strategic repertoire within a given market, but also on its non-market strategies. By proactively engaging with non-governmental organizations (NGOs), the media, governments, and other external stakeholders, firms can shape their non-market environment to simultaneously achieve a competitive advantage as well as to enhance their positive social 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.

BUSI 433 - TECHNOLOGY AND INNOVATION STRATEGY
Short Title: TECH & INNOVATION STRATEGY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 390
Description: Innovation is a critical aspect of firm's strategy to achieve competitive advantage and enhanced performance. However, the management of innovation is inherently difficult and risky in technology industries where customer demand and preferences change quickly and technological changes are highly unpredictable. This course focuses on the management of innovation and growth from the perspective of both large companies and small. We shall examine issues such as: what different types of innovation can firms pursue and what types of innovation are a more durable source of advantage; what are the obstacles to innovation in firms, and how can they build an organizational level innovation capability; how can firms deal with market and technological uncertainty through open innovation; how does disruptive innovation happen and how can it be managed; and how to formulate successful strategies in platform businesses dominated by network effects.

BUSI 440 - AUDITING
Short Title: AUDITING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 305
Description: This course covers the principles and procedures used by public accountants in examining financial statements and supporting data in accordance with Generally Accepted Auditing Standards (GAAS). Specific topics covered include: professional standards of the financial statement audits and other assurance services; professional ethical conduct; statistical sampling; information technology controls; types of audit evidence; audit risk including inherent and controls risks; internal control over financial reporting; design of audit procedures in response to risk of material misstatements in various financial transaction cycles; evaluating misstatements and control findings; audit reporting; the importance of professional skepticism; role of the PCAOB in setting and enforcing auditing standards for auditors of publicly traded U.S. companies.

BUSI 447 - ADVANCED CORPORATE FINANCE
Short Title: ADVANCED CORPORATE FINANCE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307) and (BUSI 343 or ECON 343)
Description: In-depth analysis of corporate financial decision making including project selection and financing. Emphasizes project valuation methodologies and the connection between investment valuation and financial policy. Provides a theoretical framework for decision making, addresses practical applications, and emphasizes quantitative modelling.

BUSI 448 - INVESTMENTS
Short Title: INVESTMENTS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307) and (BUSI 343 or ECON 343)
Description: Overview of financial asset classes and instruments, including equity, fixed income, and derivative securities. Develops a theoretical and practical understanding of modern portfolio theory, with an emphasis on measuring and managing investment risk and return. Introduces advanced asset pricing models and their role in understanding risk and return.

BUSI 449 - DATA-DRIVEN INVESTMENTS LAB
Short Title: DATA-DRIVEN INVESTMENTS LAB
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 448
Description: This course is part of the data-driven investments curriculum designed to equip students with an analytical quantitative investment toolkit. Students work in groups to develop, test, and implement investment strategies using Python. The investment strategies are driven using a range of datasets provided by the instructors. Students first explore the data and develop trading ideas and then simulate implementation of their chosen strategy. The course emphasizes understanding the sources of investment performance through analyses of factor and sector exposures, attribution analysis, and performance evaluation. Graduate/Undergraduate Equivalency: MGMT 767. Mutually Exclusive: Cannot register for BUSI 449 if student has credit for MGMT 767.

BUSI 450 - DERIVATIVES
Short Title: DERIVATIVES
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): (BUSI 395 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307) and (BUSI 343 or ECON 343)
Description: In-depth analysis of derivative securities, including forward, futures, option, and swap contracts. Develops theoretical understanding of no-arbitrage pricing principles underlying derivative valuation as well as derivatives' role in hedging and risk management. Explores practical modeling techniques for derivative valuation.

BUSI 460 - PRICING STRATEGY: STRATEGIES AND TACTICS TO MAXIMIZE PROFITABILITY
Short Title: PRICING STRATEGY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 380 and (BUSI 395 or STAT 180 or STAT 280 or SOSC 302 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307 or POLI 395 or PSYC 339) and (BUSI 150 or ECON 100 or ECON 200)
Description: In this course, we will study the factors to consider when setting and changing prices and designing pricing structures. Using case studies and exercises, we will apply core principles to develop effective pricing strategies across various business settings. We will examine the basis for pricing decisions, including economic and market factors, business strategy, and customer psychology. In this course, you will learn to understand the relationship between pricing strategy and business strategy and use pricing strategy to execute the organization's business strategy.

BUSI 470 - ADVERTISING AND DIGITAL MARKETING
Short Title: DIGITAL MARKETING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 380 and (BUSI 395 or STAT 180 or STAT 280 or SOSC 302 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307 or POLI 395 or PSYC 339)
Description: This hands-on elective develops practical, career-relevant digital marketing skills grounded in marketing theory. Students learn how brands use search, social media, content, email, paid advertising, and analytics to reach customers and drive measurable results. The course also examines emerging topics such as AI-driven personalization, influencer marketing, and privacy-first measurement. Weekly hands-on exercises include Google Ads campaign design, A/B test analysis, and GA4 dashboard interpretation. Students prepare for two industry certifications (HubSpot Digital Marketing and Google Ads Display) and complete a team-based digital campaign project. Recommended Prerequisite(s): Basic familiarity with descriptive statistics (percentages, ratios, means) is recommended.

BUSI 475 - REAL ESTATE FINANCE
Short Title: REAL ESTATE FINANCE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 343
Description: This course provides broad coverage of the financial aspects of real estate investment. Students learn how to construct a proforma for income-producing properties and apply the discounted cash flow model to value these properties. Mortgage debt and taxes are also covered. The second half of the course provides a high-level overview of real estate market analysis, real estate development, and consumer housing choice.

BUSI 477 - SPECIAL TOPICS
Short Title: SPECIAL TOPICS
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar, Lecture, Laboratory, Internship/Practicum
Credit Hours: 1-4
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Topics and credit hours vary each semester. Contact department for current semester's topic(s). Repeatable for Credit.

BUSI 480 - MARKETING ANALYTICS
Short Title: MARKETING ANALYTICS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 380 and (BUSI 395 or STAT 180 or STAT 280 or SOSC 302 or STAT 305 or STAT 310 or STAT 312 or STAT 315 or DSCI 301 or ECON 307 or POLI 395 or PSYC 339) and (BUSI 150 or ECON 100 or ECON 200)
Description: Marketing is evolving from an art to a science, with data playing a central role in decision-making. This course gives students the tools to apply analytics to pricing and promotions, focusing on causal inference to understand the true impact of business decisions. A key part of the course is learning to identify which data can—and cannot—answer specific managerial questions, and how careful planning can simplify analysis and boost confidence in the results. This class is very practical and hands-on, working with real-world data from collaborations with leading retailers and consulting firms that bring real challenges into the classroom. Designed for students aiming for careers in consulting, marketing analytics, product management, or strategy development, the course blends theory with coding exercises in R (no prior experience needed). Rather than focusing on advanced statistics or programming, the course prepares students to act as effective bridges between data science teams and managers.

BUSI 485 - FOUNDATIONS IN BEHAVIORAL RESEARCH
Short Title: FOUNDATIONS BEHAVIORAL RSRCH
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: This course introduces students to the logic and methods of social science research. Students learn to formulate research questions, design studies, analyze data, interpret empirical evidence, and communicate findings for both academic and applied contexts.

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

BUSI 498 - APPLIED BUSINESS EXPERIENCE
Short Title: APPLIED BUSINESS EXPERIENCE
Department: Business
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hour: 1
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 305 and BUSI 310
Description: Provides one hour of university credit for faculty-approved internship. Undergraduate Business major students will participate in enriching work experiences (including traditional summer internships) as a complement to what is offered in the classroom. Students must obtain approval from the Director of Undergraduate Business Programs and must submit an offer letter from the internship provider as well as a letter indicating completion and satisfactory performance. Instructor permission required and must be obtained prior to the start of the internship. Department Permission Required. Repeatable for Credit.

BUSI 499 - UNDERGRADUATE BUSINESS INDEPENDENT STUDY
Short Title: UG BUSINESS INDEPENDENT STUDY
Department: Business
Grade Mode: Standard Letter
Course Type: Independent Study
Credit Hours: 1-3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Repeatable for Credit.

BUSI 500 - INDEPENDENT STUDY
Short Title: INDEPENDENT STUDY
Department: Business
Grade Mode: Standard Letter
Course Type: Independent Study
Credit Hours: 1.5-3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 501 - DOCTORAL MARKETING RESEARCH SEMINAR
Short Title: DOCTORAL MARK. RES. SEMINAR
Department: Business
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Research
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 503 - SEMINAR IN JUDGEMENT AND DECISION MAKING
Short Title: SEM IN JDGMT & DECISION MAKING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 504 - GAME THEORY
Short Title: GAME THEORY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Game theory is a discipline that provides a mathematical methodology for modeling and analyzing interactive decisions among multiple agents. Game theory has a wide range of applications in economics, political science, but most importantly (in my opinion) business. The approach of this course will be somewhere between that of a typical economics class (i.e. very mathematical) and that of a typical business seminar (applied and paper based.) Definitions will be stated formally, and arguments will be developed rigorously. At the same time, much of the course will be devoted to using game theory to understand applications in economics and business. Taking these applications as a starting point, we will develop an understanding of what constitutes a good mathematical model for addressing a business question. Repeatable for Credit.

BUSI 505 - SEMINAR IN CONSUMER BEHAVIOR
Short Title: SEMINAR IN CONSUMER BEHAVIOR
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 506 - ADVANCED TOPICS IN MARKETING RESEARCH
Short Title: ADVANCED TOPICS IN MARKT. RES.
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The purpose of this seminar is to examine recent work in, or relevant to, consumer research. We will select a set of topics to be considered over the semester, often triggered by a new article of particular interest or student interests. For each topic considered, a few articles will be chosen, and we will read and discuss those. Our goals will be to gain exposure to the latest ideas in consumer research and to develop research ideas. In particular, each week we should generate in class the design/idea for at least one new study in the focal topic area. Repeatable for Credit.

BUSI 507 - BAYESIAN APPLICATIONS IN MARKETING LITERATURE
Short Title: BAYESIAN APPS IN MARKETING LIT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The course aims to develop an understanding of Bayesian empirical applications in the Marketing literature. The course starts with a brief theoretical foundation to Bayesian inference and subsequently focuses on empirical applications in the Marketing literature. The aim of this course is not to equip students with the methodological tools of Bayesian inference. It is assumed that students are familiar with these methodologies. Academic papers from the Marketing literature are assigned to the class and discussed in class. Repeatable for Credit.

BUSI 510 - ANALYTICAL MODELS IN MARKETING
Short Title: ANALYTICAL MODELS IN MARKETING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 511 - SELECTED TOPICS IN MARKETING
Short Title: SELECT TOPICS IN MARKETING
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 515 - MICRO FOUNDATIONS OF ORGANIZATION AND MANAGEMENT
Short Title: MICRO FOUNDATIONS - ORG & MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 520 - PYTHON FOR BUSINESS RESEARCH
Short Title: PYTHON FOR BUSINESS RESEARCH
Department: Business
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Students who are registered in the following programs may not enroll: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to python language and ecosystem and libraries important for business research including data handling, graphics, econometrics, optimization, simulation, machine learning, web scraping, and natural language processing.

BUSI 521 - FINANCIAL ECONOMICS I
Short Title: FINANCIAL ECONOMICS I
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): ECON 501 and ECON 502
Description: Introduction to asset pricing and portfolio choice theory. Covers mathematical analysis of single-period and dynamic models, including pricing by arbitrage, mean-variance analysis, factor models, dynamic optimization, recursive utility, and an introduction to continuous-time finance. Cross-list: ECON 505.

BUSI 522 - CORPORATE FINANCE
Short Title: CORPORATE FINANCE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course will prepare students for a career as a scholar in finance. To do so, we will read and discuss key scholarly papers in the field. Our focus will be on classic and recent research papers in the field of corporate finance. The course is structured to introduce students to selected areas of research and research methods, rather than to be encyclopedic in its coverage. Repeatable for Credit.

BUSI 523 - EMPIRICAL METHODS IN FINANCE
Short Title: EMPIRICAL METHODS IN FINANCE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course is intended to get students up to speed with a toolbox and working facility of methods commonly used in empirical finance research. For each method, we will follow a three-step learning process. We first cover the econometrics from a mathematical (but light and intuitive) approach. Then we will observe researchers using the method in the wild. Then you will use it yourself through exercises and problem sets. Repeatable for Credit.

BUSI 524 - FINANCE: SPECIAL TOPICS I
Short Title: FINANCE: SPECIAL TOPICS I
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course provides a brief review of the literature on derivative pricing and the term structure of interest rates. If we have time we may also read some papers on the financial crisis. The objective is to prepare students to critically think about the current research in each these areas and, at the same time, give some basic knowledge about each of these research areas. The course is intended for Ph.D. students. This course is very quantitative and requires basic familiarity with asset pricing theory (BUSI 521). Even though, the course is very quantitative, emphasis is given to intuition instead to mathematical rigor. Repeatable for Credit.

BUSI 525 - FINANCE: SPECIAL TOPICS II
Short Title: FINANCE: SPECIAL TOPICS II
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 526 - FINANCE: SPECIAL TOPICS III
Short Title: FINANCE: SPECIAL TOPICS III
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course examines the empirical asset pricing side of financial economics. The course will focus on the development of stylized facts and tools for the investigation of data and on the underlying theoretical asset pricing frameworks. We will also read recent research papers in empirical asset pricing and generate ideas for future research.

BUSI 527 - FINANCE: SPECIAL TOPICS IV
Short Title: FINANCE: SPECIAL TOPICS IV
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 530 - INTRODUCTION TO ACCOUNTING RESEARCH
Short Title: INTRO TO ACCT. RESEARCH
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The course offers a thorough and broad-ranging introduction to accounting theory and research. It covers origins and evolution of key relevant accounting institutions, thought, paradigms and methods. Repeatable for Credit.

BUSI 531 - EMPIRICAL METHODS IN ACCOUNTING
Short Title: EMPIRICAL METHODS IN ACCOUNTNG
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 532 - ANALYTICAL RESEARCH IN ACCOUNTING
Short Title: ANALYTICAL RESEARCH IN ACCT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 533 - CONTEMPORARY ACCOUNTING RESEARCH TOPICS
Short Title: CONTEMPORARY ACCT. RES. TOPICS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: In this PhD seminar, students will relate and reconcile key theoretical and analytical insights that have emerged in the accounting literature with the vast empirical/experimental research. Specifically, we will pick selected topics of mainstream interest in accounting, review key analytical insights in each topic and relate/reconcile these insights with empirical findings. Where possible, we will attempt to generate testable empirical predictions as well as identify opportunities for analytical research. Topics include agency theory, performance evaluation and incentives, corporate governance, disclosure theory, aspects of auditing, cost measurement and product/capacity planning.

BUSI 540 - STRATEGY I
Short Title: STRATEGY I
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course provides a Ph.D. level seminar focused on seminal theory and recent theoretical approaches in the strategic management literature. The literature in strategic management attempts to explain the differences in the performance and survival of firms by analyzing the effects of a variety of factors at multiple levels, including countries, industries, organizational networks, firms, teams, and individuals. The intent of this seminar is to provide a foundation for conducting and publishing original research in strategic management. The seminar will cover several topics in the field along with relevant theoretical perspectives developed in economics, finance, organization theory, psychology, and sociology. Over the course of the semester, you will: • Read a large amount of articles published in the leading journals of the field; • Evaluate different theoretical perspectives; • Constructively critique empirical research; • Formulate novel research ideas that advance the field of strategic management; • Professionally present research ideas and respond to comments; and • Develop ideas into a research paper that provides the foundations for a future theoretical paper or empirical study. Repeatable for Credit.

BUSI 541 - STRATEGY II
Short Title: STRATEGY II
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Strategic management research attempts to explain the differences in firm behaviors and outcomes by analyzing the effects of a variety of factors at multiple levels, including countries, industries, firms, teams, and individuals. This seminar is the second part of the strategic management seminar series (The first part is Business 540: Strategic Management Theory). While Business 540 focuses on seminal theory and recent theoretical approaches in the strategic management literature, this seminar focuses on phenomena and research topics in strategy research. It provides an overview of classic and current research topics including innovation and technology strategy, strategic alliances and networks, international strategy, product diversification, corporate governance, executive leadership, strategic decision processes, change and adaptation. Specific topics and phenomena will be examined from both theoretical and empirical perspectives. From the theoretical perspective, we will discuss how the various theories discussed in Business 540 are used to explain these phenomena. From the empirical perspective, we will discuss various research designs and methods used to in research on these topics. Overall, the intent of this seminar is to provide students a foundation for conducting and publishing original research in strategic management. Repeatable for Credit.

BUSI 542 - ORGANIZATIONAL CHANGE
Short Title: ORGANIZATIONAL CHANGE
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 543 - EXECUTIVE LEADERSHIP AND CORPORATE GOVERNANCE
Short Title: EXEC LEADERSHIP & CORP GOV
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 544 - CONTEMPORARY MANAGEMENT THOUGHT
Short Title: CONTEMPORARY MGMT THOUGHT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 545 - STRATEGY RESEARCH IN CORPORATE DEVELOPMENT
Short Title: STRATEGY RESEARCH IN CORP DEV.
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 546 - EMERGING MARKET STRATEGY
Short Title: EMERGING MARKET STRATEGY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 547 - SEMINAR ON INNOVATION AND ENTREPRENEURSHIP
Short Title: INNOVATION & ENTREPRENEURSHIP
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The purpose of this Ph.D. seminar is to provide basic foundations and knowledge of current research in innovation and entrepreneurship. We will cover seminar articles as well as the cutting edge foci in the field. Over the course of this seminar, each student should evaluate and critically review the assigned readings, develop a mental model of the literature on innovation and entrepreneurship, and develop new ideas and approaches that advance some portion of the theory/research.

BUSI 548 - CORPORATE STRATEGY
Short Title: CORPORATE STRATEGY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 549 - STRATEGY PRO-SEMINAR
Short Title: STRATEGY PRO-SEMINAR
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course will expose you to the research areas of the entire strategy and organizational behavior faculty at the Jones School and possible invited guests. Repeatable for Credit.

BUSI 550 - CORPORATE SOCIAL RESPONSIBILITY
Short Title: CORP SOCIAL RESPONSIBILITY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 551 - STRATEGY RESEARCH IN CORPORATE DEVELOPMENT: STRATEGIC ALLIANCES AND ACQUISITIONS
Short Title: STRATEGY RESEARCH IN CORP DEV
Department: Business
Grade Mode: Standard Letter
Course Type: Research
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate

BUSI 552 - DESIGN OF BUSINESS RESEARCH
Short Title: DESIGN OF BUSINESS RESEARCH
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Provides doctoral students with introduction to the design of social research, with particular emphasis on research in the domain of business.

BUSI 553 - NETWORK THEORY AND APPLICATIONS
Short Title: NETWORK THEORY
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course explores network theory and its applications to organizational phenomena. By examining the structure of relations among actors, network approaches seek to explain variations in beliefs, behaviors, and outcomes. Each session progresses from classic studies to more recent applications and refinements of theory and methods.

BUSI 554 - SOCIAL EVALUATIONS OF ORGANIZATIONS
Short Title: SOCIAL EVALUATIONS OF ORGS
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This is a doctoral-level seminar that explores research on social evaluations of organizations, including reputation, celebrity, legitimacy, status, and stigma. All these play a critical role for organizational success and survival. We will explore foundational as well as more recently published work, with a mix of theoretical and empirical articles.

BUSI 555 - MANAGEMENT SCHOLARSHIP
Short Title: MANAGEMENT SCHOLARSHIP
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course provides an overview of the essential aspects of management scholarship for doctoral students. The readings will demonstrate recent theoretical and empirical trends in management research. We will discuss the different profiles of leading management journals and the importance of publishing credible and transparent research. The course will be concluded by showing how knowledge is created from the collaboration of authors, reviewers, and editors.

BUSI 561 - MICRO ORGANIZATIONAL BEHAVIOR
Short Title: MICRO ORGANIZATIONAL BEHAVIOR
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This is a Ph.D. foundational course on the major research streams and theoretical approaches to the field of micro organizational behavior. Its primary objectives are to familiarize students with the field's fundamental assumptions, phenomena, concepts and theories, and to provide the students with a foundation from which they may start generating their own research interests and building their own research program. The course serves as a crucial building block for the comprehensive examine in the Ph.D. program in organizational behavior.

BUSI 562 - BECOMING AN ORGANIZATIONAL BEHAVIOR SCHOLAR
Short Title: BECOMING AN OB SCHOLAR
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: In this seminar, we will cover the foundational skills to become a productive and impactful organizational scholar, including how to identify a research passion, formulate a research question, theorize the "hook" of a paper and communicate results. The course will also address other practical parts of building a career as an organizational scholar, including developing a professional network, understanding the journal submission process, and critically evaluating others' work.

BUSI 563 - SOCIOLOGY OF ORGANIZATIONAL BEHAVIOR
Short Title: SOCIOLOGY OF OB
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: What determines how organizations are internally structured and why? This seminar provides an introduction to scholarship in internal organizational dynamics that affect both decision-making at the more micro-level (e.g., hiring, discrimination, segregation) and interactions with external environments (e.g., strategic planning). While the research covered in the course represents an important component of contemporary economic sociology, the course does not cover much that often goes under the heading of economic sociology. Rather, the focus is on getting a closer understanding of contemporary sociological research that addresses questions that bear on internal- organization-relevant issues.

BUSI 564 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS I
Short Title: OB SPECIAL TOPICS I
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 565 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS II
Short Title: OB SPECIAL TOPICS II
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 566 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS III
Short Title: OB SPECIAL TOPICS III
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 567 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS IV
Short Title: OB SPECIAL TOPICS IV
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 568 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS V
Short Title: OB SPECIAL TOPICS V
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 569 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS VI
Short Title: OB SPECIAL TOPICS VI
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 570 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS VII
Short Title: OB SPECIAL TOPICS VII
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

BUSI 571 - MARKOV DECISION PROCESSES IN OPERATIONS MANAGEMENT
Short Title: MARKOV DEC PROCESSES OPS MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course introduces students to Markov Decision Processes, which are models of decision making under uncertainty that play a foundational role in operations management. Topics comprise the optimality conditions (Bellman equations), algorithms to obtain optimal policies, including dynamic programming, and both reinforcement learning approximations and bounding approaches to deal with intractable models.

BUSI 572 - GAME THEORY IN OPERATIONS MANAGEMENT
Short Title: GAME THEORY IN OPS MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course teaches students to model and analyze agent behavior and incentives in operational settings. Topics include strategic consumer behavior (in pricing and revenue management), autonomous supplier behavior (in two-sided marketplaces), contract theory (in supply chain management), information transmission (in platform design), and competition (in manufacturing and product placement).

BUSI 573 - STOCHASTIC MODELS IN OPERATIONS MANAGEMENT
Short Title: STOCHASTIC MODELS IN OPS MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course introduces students to stochastic models of manufacturing and service enterprises, for which uncertainty is a key aspect of performance. It focuses on the workflow optimization for operational competitiveness, capacity and revenue management, as well as the operations of online platforms, which play an increasingly important role in delivering services to customers.

BUSI 574 - STOCHASTIC PROCESSES IN OPERATIONS MANAGEMENT
Short Title: STOCHASTIC PROCESSES OPS MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This PhD course provides a rigorous introduction to stochastic processes with emphasis on models and methods used in operations management and operations research. Topics include discrete- and continuous-time Markov chains, Poisson processes, renewal processes, renewal reward theory,martingales, Brownian motion, and applications to queues, inventory, reliability, and service systems. The course develops both the mathematical foundations and the modeling skills needed to analyze systems that evolve randomly over time, including long-run behavior, hitting times, stationary distributions, limit results, and performance measures. The emphasis is on proof techniques, probabilistic reasoning, and research-oriented applications. Students are expected to have a solid background in probability, calculus, and linear algebra.

BUSI 575 - ORGANIZATIONAL BEHAVIOR SPECIAL TOPICS VIII
Short Title: OB SPECIAL TOPICS VIII
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The focus of this course is the research area of the assigned faculty member. Repeatable for Credit.

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

BUSI 711 - DATA-DRIVEN MARKETING I
Short Title: DATA-DRIVEN MARKETING I
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MDS, OMCS or OMDS programs. Enrollment is limited to Graduate 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.

BUSI 712 - DATA-DRIVEN MARKETING II
Short Title: DATA-DRIVEN MARKETING II
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MDS, OMCS or OMDS programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course will leverage quantitative marketing analysis for important marketing problems such as churn forecasting, customer equity, targeting, identifying key dimensions of customer preferences, new product development, segmentation, and perceptual maps.

BUSI 721 - DATA-DRIVEN FINANCE I
Short Title: DATA-DRIVEN FINANCE I
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MDS, OMCS or OMDS programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): COMP 614 (may be taken concurrently)
Description: A python-based introduction to financial markets and investment analysis. No prior knowledge of finance is required, but students should have some prior exposure to python. Topics: risk and return in asset markets, portfolio optimization, and analysis of corporate investment projects.

BUSI 722 - DATA-DRIVEN FINANCE II
Short Title: DATA-DRIVEN FINANCE II
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MDS, OMCS or OMDS programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): COMP 614 (may be taken concurrently)
Description: A python-based introduction to derivative securities and quantitative investment. Topics: investment and risk-management with options and futures, valuation of options, applications of machine learning for portfolio selection, and analysis of investment returns.

BUSI 731 - FOUNDATIONS OF OPERATIONS MANAGEMENT
Short Title: FOUNDATIONS OF OPERATIONS MGMT
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MDS, OMCS or OMDS programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the design and integration of successful operations tactics both within the organization and across supply chains. The course focuses on understanding, managing and improving processes and flows of products, customers and information and touches on bottlenecks, inventory, quality management, queues, and strategic issues in operations.

BUSI 732 - QUANTITATIVE OPERATIONS
Short Title: QUANTITATIVE OPERATIONS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MDS, OMCS or OMDS programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This applied course focuses on the data transformation of operations management. It addresses the impact of modern data analysis on process optimization, production, Inventory and supply chain issues. Introducing and using advanced statistics, optimization and machine learning techniques.

BUSI 800 - PHD RESEARCH
Short Title: PHD RESEARCH
Department: Business
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Research
Credit Hours: 1-12
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

BUSI 801 - PHD RESEARCH II
Short Title: PHD RESEARCH II
Department: Business
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Research
Credit Hours: 1-12
Restrictions: Enrollment limited to students in the PHD-BUSI program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

Entrepreneurship (ENTR)

ENTR 220 - INTRO TO DESIGN AND INNOVATION
Short Title: INTRO TO DESIGN AND INNOVATION
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: Dive into human centered design and innovation as a way to build new products and services. This course is experiential, project-based, and collaborative. You'll try out different methods for uncovering human needs, make sense of data you gather from the field, and build and test your ideas. After taking this course, you'll walk away with the skills, methods, and mindset to use design and innovation to make impact in any career path you pursue.

ENTR 221 - NEW ENTERPRISES: DISCOVERY
Short Title: NEW ENTERPRISES: DISCOVERY
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: New Enterprises: Discovery emphasizes exploration, research, and discovery to uncover problems worth solving. You'll explore multiple areas of personal interest to surface opportunities to pursue as a startup venture, an innovation you want to bring to the world, or a career path. You'll walk away having experimented with a few options you can pursue next and a sharper ability to find opportunity in unexpected places. Cross-list: ENGI 221.

ENTR 222 - AI AND TECH PRODUCT DEVELOPMENT
Short Title: AI & TECH PRODUCT DEVELOPMENT
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: AI hasn't just changed what products are possible; it's changed how you build them. This course teaches product management fundamentals from concept to prototype while using AI as a research engine, synthesis tool, and rapid-prototyping partner, compressing months of discovery into days and turning ambiguous ideas into testable products at startup speed.

ENTR 223 - BUSINESS MODELING FOR ENTREPRENEURS
Short Title: MODELING FOR ENTREPRENEURS
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: This course teaches students to translate a startup business plan into a bottom-up quantitative model of the business and its underlying assumptions. Students learn to build a model of cash flows for a startup, use it to track performance and identify errors in the underlying assumptions, and update the model based on real results.

ENTR 224 - BIAS AND MEDICAL DEVICE DESIGN: EXPLORING THE HIDDEN BIASES BEHIND MEDICAL PRODUCTS AND DEVICES
Short Title: BIAS AND MEDICAL DEVICE DESIGN
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hour: 1
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Lower-Level
Description: This course explores the hidden biases that exist in product design with a focus on the tradeoffs entrepreneurs and innovators face when making decisions on how to design, build, and test their medical products and devices. Through the lenses of failed medical devices, poorly designed clinical trials, lack of stakeholder understanding, and interpretation bias students will discuss opportunities to proactively increase diversity of users that can lead to a more impactful, inclusive design. Assessments will consist of in and out of class exercises, reflections and a group project. Cross-list: BIOE 123.

ENTR 360 - FOUNDER'S JOURNEY
Short Title: FOUNDER'S JOURNEY
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 1.5
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Founders Journey is a front row seat to how real products and companies actually get built. Each week during fireside chats, you'll sit across from founders who've crafted ideas, raised capital, crashed into walls, pivoted, and figured out how to survive the hard way. There is no theory for theory's sake here — just raw stories, honest lessons, and the patterns of work and viewing the world that separate thrashful motion from momentum with meaning. This class is about rewiring how you think: what entrepreneurs look and act like, how to spot real problems, test what matters, and move with conviction when the path isn't obvious to anyone around you. In Founders Journey, you won't just learn about entrepreneurship, you'll start to see the world around you through the eyes of a founder.

ENTR 361 - COMMUNICATIONS FOR ENTREPRENEURS
Short Title: ENTREPRENEURIAL COMMUNICATION
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Entrepreneurial Communication focuses on how communication drives action in startup and high growth environments. In early stage ventures, unclear messaging can stall progress, while effective communication can unlock resources, alignment, and momentum. This course equips students to communicate with purpose across key audiences including teammates, investors, and mentors. Through hands on practice, students will learn to navigate ambiguity, influence decisions, and move ideas forward throughout the venture lifecycle.

ENTR 364 - INNOVATION FOR SOCIAL IMPACT
Short Title: INNOVATION FOR SOCIAL IMPACT
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Seminar
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Explore how change actually happens on the social issues you care about. This course is field-based, project-driven, and built around real community partnerships. You'll learn methods for understanding social context, examine how different organizations approach social innovation, and explore ways to create and measure impact. Working alongside a community partner, you and your team will dig into a social issue and contribute to the organization's efforts to address it. After taking this course, you'll walk away with the skills, methods, and mindset to use innovation for impact in any path you pursue. Cross-list: GLHT 364, SOSC 364.

ENTR 365 - DESIGN BUILD SHIP: RAPIDLY BUILDING STARTUP IDEAS
Short Title: DESIGN BUILD SHIP
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 220 or ENTR 220 or BUSI 222 or ENTR 222 or BUSI 369 or ENTR 369
Description: Design Build Ship is an opportunity to put your ideas to test in weeks, not months. Using rapid prototyping tools to build physical and digital ideas, you will explore new startup ideas with prototypes that you test with users. You will refine your strategy, idea, and prototype based on feedback. To apply for this course visit http://entrepreneurship.rice.edu Instructor Permission Required.

ENTR 369 - NEW ENTERPRISES
Short Title: NEW ENTERPRISES
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Startups live or die by one question: does anyone actually want this? New Enterprises is your chance to find out. This course is experiential, team-based, and grounded in real customer discovery. You'll pick an idea, interview real customers, frame a problem worth solving, and design and run experiments to test whether your idea holds up. Based on what you learn, you'll decide whether to keep going, pivot, or stop. You'll walk away with the skills and mindset to think like an entrepreneur, whether you start your own venture, join one, or work inside a larger organization. Recommended Prerequisite(s): BUSI 221 or ENTR 221

ENTR 461 - FINANCING THE STARTUP VENTURE
Short Title: FINANCING THE STARTUP VENTURE
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: Ever wondered how startups actually get funded? This course is experiential, team-based, and grounded in real deal work. You'll make sense of crowdfunding, angels, accelerators, and Venture Capitalists (VCs). You'll size markets, run a crowdfunding campaign, apply to an accelerator, assemble an angel round, negotiate a term sheet, and pitch investors. You'll also sit on the other side of the table, evaluating deals as a VC. You'll walk away knowing when to raise, who to raise from, and how deals really get done, whether you want to launch a venture, join one, or invest in them.

ENTR 463 - ENTREPRENEURIAL STRATEGY
Short Title: ENTREPRENEURIAL STRATEGY
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Description: The first half of 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. 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 second half of the course explores common dilemmas faced by founders surrounding team selection, contracting, equity compensation and incentives, communication in teams, and strategies for approaching each of these dilemmas. 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.

ENTR 465 - STUDENT VENTURE FUND: EVALUATING STARTUP INVESTMENT OPPORTUNITIES
Short Title: STUDENT VENTURE FUND
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 461 or ENTR 461
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: MGMT 740. Mutually Exclusive: Cannot register for ENTR 465 if student has credit for MGMT 740.

ENTR 469 - LILIE NEW VENTURE CHALLENGE
Short Title: LILIE NEW VENTURE CHALLENGE
Department: Entrepreneurship
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment is limited to Undergraduate, Undergraduate Professional or Visiting Undergraduate level students.
Course Level: Undergraduate Upper-Level
Prerequisite(s): BUSI 369 or ENTR 369
Description: In this capstone project-based experiential learning course, students work on their own startup ideas in teams using the frameworks taught in the Entrepreneurship and Innovation (E&I) framework courses (strategy for startups, design and innovation, new enterprises, and entrepreneurial communication). To apply for this course visit http://entrepreneurship.rice.edu. Instructor Permission Required.

Management (MGMT)

MGMT 500 - APPLIED BUSINESS EXPERIENCE
Short Title: APPLIED BUSINESS EXPERIENCE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hour: 1
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Full-time MBA students will participate in enriching and meaningful work experiences (including traditional summer internships) as a critical complement to what is offered in the classroom and in other applied learning experiences, such as the Global Field Experience. Work experiences allow students to refine their fluency, capabilities, and confidence in a business setting, while taking what they learn in the classroom into a professional setting.

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

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

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

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

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

MGMT 510 - ORGANIZATIONAL BEHAVIOR
Short Title: ORGANIZATIONAL BEHAVIOR
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Study of the many factors, which influence how individuals, groups, and teams behave and function in complex organizations and how they can be effectively managed. Required for MBA.

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

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

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

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

MGMT 515 - GLOBAL FIELD EXPERIENCE
Short Title: GLOBAL FIELD EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments. Department Permission Required. Repeatable for Credit.

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

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

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

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

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

MGMT 543 - FINANCE
Short Title: FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the theory and practice of corporate finance, with emphasis on topics such as valuation, capital budgeting, risk and return, and capital structure. Required for MBA.

MGMT 560 - CORPORATE SOCIAL RESPONSIBILITY
Short Title: CORP SOCIAL RESPONSIBILITY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: An exploration of the necessary ethical and legal basis of managerial decision making and the positive social and environmental contributions of the business firm.

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

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

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

MGMT 570 - COMPETITIVE AND INDUSTRY ANALYSIS
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Systematic examination of models and techniques used to analyze a competitive situation within an industry from a strategic perspective. Examines the roles of key players in competitive situations and the fundamentals of analytical and fact-oriented strategic reasoning. Examples of applied competitive and industry analysis are emphasized. Required for MBA.

MGMT 571 - STRATEGY FORMULATION AND IMPLEMENTATION
Short Title: STRATEGY FORMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA, MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course focuses on formulating and implementing effective organizational strategy, including competitive positioning, core competencies and competitive advantage, cooperative arrangements, and tools for implementation.

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

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

MGMT 585 - HYBRID MBA LAUNCH
Short Title: HYBRID MBA LAUNCH
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The Rice MBA Program Launch is composed of a rigorous one week experience intended to help acclimate students to the Jones School Culture, as well as the rapid pace of a top-tier graduate business program. At the end of Launch, students will be better prepared academically, professionally, administratively, and culturally to reap the full benefits of the MBA experience. The Rice MBA Program Launch is a mandatory activity for all incoming students.

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

MGMT 587 - PROFESSIONAL SEMINAR II
Short Title: PROFESSIONAL SEMINAR II
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 2.5
Restrictions: Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: In this experiential course students engage with business leaders with a specific focus on integrating and synthesizing across the business disciplines to address big 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 589 - GLOBAL FIELD EXPERIENCE
Short Title: GLOBAL FIELD EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 3
Restrictions: Enrollment limited to students in the HMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments.

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

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

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

MGMT 593 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course exposes the student to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covers the following topics: sampling, descriptive statistics, probability distributions, and regression analysis.

MGMT 594 - STRATEGIC BUSINESS COMMUNICATION I
Short Title: STRAT BUSINESS COMMUNICATION I
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Introduction to the strategy and usage of American-style business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.

MGMT 595 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the HMBA or MBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increased role for data analysis as an aid to business decision-making. This course exposes the student to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covers the following topics: sampling, descriptive statistics, probability distributions, and regression analysis.

MGMT 596 - STRATEGIC BUSINESS COMMUNICATION II
Short Title: STRATEGIC BUSINESS COMM II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Continued instruction in the core strategic business communication skills that were introduced during Strategic Business Communication I. In addition to a mandatory writing workshop, students will have the opportunity to select other communication topics, based on individual needs and interest.

MGMT 597 - DATA ANALYSIS II
Short Title: DATA ANALYSIS II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increased role for data analysis as an aid to business decision-making. This course exposes the student to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covering the following topics: sampling, descriptive statistics, probability distributions, and regression analysis. Required for MBA.

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

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

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

MGMT 601 - FINANCIAL STATEMENT ANALYSIS
Short Title: FINANCIAL STATEMENT ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): (MGMP 501 or MGMT 501 or MGMW 501 or MGMT 801) and (MGMP 543 or MGMT 543 or MGMW 543 or MGMT 843)
Description: Study of how investors, financial analysts, creditors, and managers use financial statement information in evaluating firm performance and in valuing firms. Emphasizes industry and firm-level analysis of accounting information using financial accounting concepts and finance theory. Mutually Exclusive: Cannot register for MGMT 601 if student has credit for MGMT 634/MGMT 635.

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

MGMT 603 - BUSINESS TAX STRATEGY: PRINCIPLES
Short Title: BUSINESS TAX STRAT: PRINCIPLES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Course covers the principles of taxation for business and investment planning and their application to business strategy. Topics covered include tax policy, taxing jurisdictions, fundamentals of tax planning, measurement of business income and deductions, tax reporting, financial statement impact of taxes, choice of entity, international taxation from a US perspective, mergers and acquisitions, and select individual tax topics affecting business professionals.

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

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

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

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

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

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

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

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

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

MGMT 613 - SYSTEMS THINKING IN INNOVATION AND ENTREPRENEURSHIP
Short Title: SYSTEMS THINKING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course explores the human and social dynamics critical to the evolving world of technology innovation and entrepreneurship. Topics include: social systems; entrepreneurial mindset; the future of work and organizations; understanding new fields and data; the changing relationship between humans and technology; and questions in privacy, security, and regulation.

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

MGMT 615 - BARGAINING
Short Title: BARGAINING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course will help you become a better negotiator by better understanding the values, motivations, and psychological biases that drive people's behaviors in negotiations. To achieve this goal, we will discuss theory and research on bargaining, and we will play strategic games that illustrate important concepts of negotiation situations.

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

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

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

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

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

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

MGMT 622 - THE ENTREPRENEURIAL FAMILY OFFICE
Short Title: ENTREPRENEURIAL FAMILY OFFICE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Provides students with an overview of all the major components and challenges of starting, growing, and successfully managing a family office. Explores the various types of family offices and how the ultra-wealthy structure their family offices with their existing businesses to plan their family legacy. Investigates how start-ups and venture capital firms can access the billions of dollars of patient, flexible capital that family offices control through a mixture of coursework, case studies, and guest speakers. Offers unique insights into the business components and leadership practices of today's premier family offices.

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

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

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

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

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

MGMT 628 - INTRODUCTION TO USER EXPERIENCE
Short Title: INTRO TO USER EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This project-based course introduces the user experience concepts needed to lead UX projects including key UX concepts, the UX 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 HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: You're in charge of a company, whether by founding, buying, inheriting, or promotion within it. You pour your heart and soul into it. Your customers and employees love it. It means something, and you want it to endure. This course is about the enduring enterprise, from startup to long-term sustainability.

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

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

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

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

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

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

MGMT 636 - LEADING HEALTHCARE THROUGH DISRUPTIVE TRANSFORMATION
Short Title: DISRUPTING HEALTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Healthcare in the United States is commonly described as a "system," but it is more accurately understood as an entangled ecosystem comprising stakeholders with different objectives, incentives, and sources of authority. This fragmentation contributes to persistent failures in access, affordability, coordination, patient experience, reliability, and financial sustainability while creating opportunities for disruption. Using a healthcare value chain framework, students examine how incumbent organizations and new entrants respond to internal and external pressures reshaping the industry. Through real-world cases, contemporary readings, and structured classroom exercises, students learn how organizations transform healthcare delivery, financing, organizational structures, and decision rights through new business and care delivery models that create, capture, or extract value. Students leave the course with a practical framework for understanding and leading disruptive change in healthcare.

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

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

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

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

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

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

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

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

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

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

MGMT 647 - CORPORATE FINANCIAL POLICY
Short Title: CORPORATE FINANCIAL POLICY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Examination of corporate investment and financing, with emphasis on valuation methods and how financial policy impacts corporate value. Includes the implications of agency costs, asymmetric information and signaling, taxes, mergers and acquisitions, corporate restructuring, real and embedded options, and financial risk management. Recommended for finance students.

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

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

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

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

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

MGMT 654 - REAL ESTATE CAPITAL MARKETS: PUBLIC & PRIVATE
Short Title: RE CAP MARKETS: PUBLIC & PRIV
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course has two major objectives: First, to provide an overview of topics related to real estate capital markets. Specifically, this course will focus on how to raise capital for various uses. This course will devote time to understand the working of the Capital Markets. Second, to prepare students interested in Real Estate to learn concepts related to accessing capital from various sources. Finally, you will learn from various guest speakers who are highly recognized in the industry, what their experience has taught them and how to use it to make a team presentation “pitch” for capital.

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

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

MGMT 657 - INTERNATIONAL FINANCE
Short Title: INTERNATIONAL FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Exploration of special problems encountered by financial officers in international arenas. Includes the economics of the foreign exchange market, exchange rate risk management, international portfolio management, capital budgeting for international projects, and international financing strategies.

MGMT 658 - APPLIED RISK MANAGEMENT
Short Title: APPLIED RISK MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 642 (may be taken concurrently)
Description: This course focuses on applied risk management projects. The hands-on experience allows in-depth analysis and understanding of practical risk management issues and exposure to different risk management tools including Value at Risk. The course is a combination of lectures and application of skills.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MGMT 675 - AGENTIC AI, DATA, AND DECISIONS
Short Title: AGENTIC AI, DATA, AND DECISION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Companies are increasingly using generative AI to let ordinary employees get at data and analyze it — work that used to require a specialized analytics team. This course is about doing that work and about designing the systems that let others in an organization do it. Students analyze data with AI-written code, build dashboards that answer questions asked in plain English, connect AI tools to company databases and other business systems, and build AI assistants tailored to a particular job. The course also covers what goes wrong: the ways these systems can be manipulated into leaking data, and the controls that limit what an AI agent is allowed to do. Later sessions apply the same methods to forecasting, optimization, and simulation. All instruction is hands-on, using cloud-hosted data systems built for the course. No programming background is expected. Recommended Prerequisite(s): MGMT 665

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MGMT 722 - SUPPLY CHAIN MANAGEMENT: MAINTAINING AND OPTIMIZING VALUE
Short Title: SUPPLY CHAIN: OPTIMIZING VALUE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Executing sourcing strategies for materials or services that sustain value, drives performance, encourages innovation and ethical behaviors. Topics explored include Operations to Commercial Translation, Contract Negotiation, Contracting, Performance Management, Risk Assessment, Risk Mitigation, Supplier Relationships, Stakeholder Engagement and Communication.

MGMT 724 - SOCIAL ENTREPRENEURSHIP – PRACTICAL BUSINESS PLANNING
Short Title: SOCIAL ENTREPRENEURSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This practical course will study social entrepreneurship and its ability to create social change by applying business principles and earned income strategies. Light on Powerpoint slides and theory, and heavy on real-world leadership and discussions, students will consider social enterprise solutions to real social needs, and write a business plan utilizing knowledge gained throughout their MBA program.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MGMT 744 - SERVICES OPERATIONS
Short Title: SERVICES OPERATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 574 or MGMW 574 or MGMP 574 or MGMT 874
Description: This course aims to provide students with a theoretical and practical understanding of current operational challenges faced by service organizations. It explores both quantitative and qualitative tools and methods for the effective planning, design, marketing, management, and improvement of service operations.

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

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

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

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

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

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

MGMT 751 - ECONOMICS OF HEALTH CARE SECTORS
Short Title: ECON OF HEALTH CARE SECTORS
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA, PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Repeatable for Credit.

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

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

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

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

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

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

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

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

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

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

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

MGMT 763 - ENTREPRENEURSHIP LAB
Short Title: ENTREPRENEURSHIP LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the OMBA program. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 531 and MGMT 627
Description: Two tracks are available in the Entrepreneurship Lab: New Enterprise and Enterprise Acquisition. In the New Enterprise track, students apply the processes and lessons from the New Enterprise course to further evaluate and continue working on a startup idea. In the Enterprise Acquisition track 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: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the following programs: EMBA MBA OMBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Design thinking continues to be a core pillar of entrepreneurship and innovation in the private, public, and nonprofit sectors. It is a creative problem-solving process that is based on key principles from human-centered design. By keeping the end user at the center throughout the process, the aim is that you ultimately develop an idea or solution that people using your solution want. In this course, you will collaborate in teams to learn and apply the design thinking approach by understanding the end user, transforming insights into opportunities, and developing solutions using iterative prototyping and experimentation. You'll bring your individual backgrounds and experiences to the table as you build up tangible experience applying design thinking skills to approach problems in a more meaningful, efficient, and resourceful way. Through this course, you'll learn skills to more creatively solve problems throughout your professional (and personal) life as an entrepreneur or an intrapreneur. Mutually Exclusive: Cannot register for MGMT 764 if student has credit for MGMT 625.

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

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

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

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

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

MGMT 770 - CONSULTATIVE SELLING
Short Title: CONSULTATIVE SELLING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course introduces students to the communication skills and behaviors required for success in the field of consultative selling, including effective questioning, active listening, assessing client communication style, and delivering persuasive presentations.

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

MGMT 772 - INFRASTRUCTURE DEVELOPMENT IN THE ENERGY TRANSITION
Short Title: ENERGY TRANSITION: INFRA DEV
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course examines the commercial arrangements used by energy companies (traditional and renewable) to design facilities, select contractors, manage construction, and maintain facilities. The course concludes with a simulation in which student teams participate in a bid round to acquire infrastructure contracts and then experience typical risks faced by firms undertaking these large projects.

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

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

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

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

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

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

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

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

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

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

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

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

MGMT 785 - CORPORATE REAL ESTATE STRATEGY
Short Title: CORPORATE REAL ESTATE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This course focuses on corporate real estate as a critical component of achieving any organization's strategic objectives. Corporate real estate is foundational to culture, organizational transformation, and, done right, drives integrated business value. This course provides a framework for understanding decision making in corporate real estate using practical applications, case studies, and interaction with industry leaders.

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

MGMT 787 - FINANCIAL CRISES
Short Title: FINANCIAL CRISES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 840 or ((MGMT 540 or MGMP 540 or MGMW 540) and (MGMT 541 or MGMP 541 or MGMW 541))
Description: This course examines financial crises both domestic and global through time. The focus is on financial market structures, economic incentives and policies leading up, during, and after different crises. Case studies, lectures, academic articles and documentaries may be used.

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

MGMT 789 - GLOBAL FIELD EXPERIENCE
Short Title: GLOBAL FIELD EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or OMBA programs. Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments. Department Permission Required.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MGMT 807 - APPLIED TIME SERIES ANALYSIS AND FORECASTING FOR BUSINESS
Short Title: TIME SERIES & FORECASTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595
Description: This hands-on, application-driven course develops MBA students' skills in the tools and techniques used to analyze, forecast, and interpret time-dependent data for business applications. The focus is on practical modeling, critical evaluation of forecasts, clear interpretation and communication of results.

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

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

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

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

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

MGMT 817 - DECISION STRATEGIES
Short Title: DECISION STRATEGIES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: Making good decisions is core to success in business and in life. Decision analysis is the discipline that helps people choose wisely under conditions of uncertainty and often competing objectives. In this course students learn the decision analysis process and tools to make great decisions.

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

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

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

MGMT 827 - FINTECH
Short Title: FINTECH
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 543 or MGMP 543 or MGMW 543
Description: This course studies the topic of "FinTech", the innovative use of technology in finance.

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

MGMT 838 - CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT AND THE FUTURE OF WORK
Short Title: CONTEMPORARY ISSUES IN HR
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Description: The ability to navigate contemporary HR challenges in an era of rapid technological, economic, political, and cultural change is essential for leaders and HR professionals. We will examine how these factors influence the future of talent management, workplace policies, employee engagement, and organizational strategy.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MGMT 954 - CORPORATE FINANCIAL RESTRUCTURING
Short Title: CORP FINANCIAL RESTRUCTURING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Description: Houstonians know every boom inevitably leads to a bust. From Enron to Lyondell to American Airlines, discover how to create value through corporate restructuring. Learn why companies fail, distressed M&A bidding strategies, insolvency versus illiquidity, diamond-in-the-rough versus fool's gold, fraudulent transfer risks, distressed valuation, credit default swaps, and much more.

MGMT 955 - ADVANCED FINANCIAL RESTRUCTURING
Short Title: ADV FINANCIAL RESTRUCTURING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Prerequisite(s): MGMT 954 (may be taken concurrently)
Description: After mastering MGMT 954 terms and frameworks, gain a deeper understanding of issues and tactics for complex reorganizations, international insolvencies, energy bankruptcies, long/short investing in distressed debt, and hedging and alpha investing with credit default swaps. Discover long-term macroeconomic themes impacting corporate restructuring. Author case study in teams of 2-3.

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

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

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

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

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

MGMT 975 - IMPLEMENTING ORGANIZATIONAL CHANGE: FROM PLANNED FRAMEWORKS TO RESOURCEFUL EXECUTION
Short Title: IMPLEMENTING ORG CHANGE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate or Graduate Quadmester level students.
Prerequisite(s): EMBA 991
Description: This course primarily focuses on top-down approaches to organizational change, drawing from scientifically based frameworks to address key topics such as mobilizing resources, managing resistance, and communicating about change. Given the constant uncertainty organizations face, along with unprecedented disruptions, the course will also cover ways to execute change in more agile ways, including resourcefulness, improvisation, managing the unexpected, and organizational resilience.

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

Master of Accounting (MACC)

MACC 500 - INTERNSHIP IN ACCOUNTING
Short Title: INTERNSHIP IN ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Internship/Practicum
Credit Hours: 6
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Supervised off-campus, non-group instruction, including field experiences, practica, or internships in applied accounting. Written and oral critique of activity required. Internship plan must be approved in advance by the MAcc Program Director. Instructor Permission Required.

MACC 501 - ACCOUNTING ETHICS AND PROFESSIONALISM
Short Title: ETHICS IN ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MACC MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The purpose of the course is to prepare the future CPA for ethical judgement. Course materials emphasize ethical reasoning and giving voice to values; principles of integrity, objectivity, independence (in fact and appearance) and avoidance of intentional misrepresentation of facts; the role of core values in a dynamically changing global economy; and professional and ethical issues in accounting practice.

MACC 502 - BUSINESS LAW FOR ACCOUNTANTS
Short Title: BUSINESS LAW FOR ACCOUNTANTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate 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 accounting student develop "legal astuteness." The course provides an initial exposure to contracts and crucial concepts of tort, crime, agency, and business organization, as well as federal legal and regulatory schemes.

MACC 503 - ACCOUNTING AND AUDITING REGULATION
Short Title: ACCTING & AUDITING REGULATION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Students will engage in an intensive 5-day learning program. An accounting faculty member will oversee the course, and various officials involved in public policy will lead many presentations and discussions. The grade for this course will be 100% based on accounting and business writing.

MACC 504 - FINANCE FOR ACCOUNTANTS
Short Title: FINANCE FOR ACCOUNTANTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Coverage of core concepts in the areas of 1) corporate finance, 2) financial portfolio management, and 3) financial futures and options.

MACC 506 - JUDGMENT AND DECISION MAKING FOR ACCOUNTANTS
Short Title: JUDGMENT/DECISION MAKING-ACCTS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Decisions in the workforce are often made under conditions of bias, conflict of interest, and missing information. In this course, accountants will learn how to identify and overcome common judgment and decision making errors through lecture, discussion, and experiential activities.

MACC 511 - ISSUES IN FINANCIAL REPORTING II
Short Title: ISSUES IN FIN REPORTING II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MACC MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course includes an in-depth analysis of certain complex financial accounting standards promulgated by the FASB and applied by practitioners in public accounting and industry. Topics include Bonds & Debt, Contingent Liabilities, Leases, Shareholders' Equity, Share-Based Compensation, Pensions and other Post-Retirement Employee Benefits, Earnings per Share, Income Tax Accounting, and Derivatives/Hedging.

MACC 512 - FINANCIAL STATEMENT ANALYSIS AND VALUATION
Short Title: FINANCIAL STATEMENT ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The first half of the course focuses on documenting and understanding a firm's profitability relative to past performance and comparable firms. The second half of the course covers: 1) forecasting financial statements and 2) deriving firm value under a variety of approaches, including DCF and residual income valuation (RIV). Mutually Exclusive: Cannot register for MACC 512 if student has credit for BUSI 401.

MACC 513 - ISSUES IN FINANCIAL REPORTING III
Short Title: ISSUES IN FIN REPORTING III
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course covers the advanced financial accounting topics of: accounting for intercorporate investments, for mergers and acquisitions, and for the preparation of consolidated statements, accounting for foreign currency translation, restating financial statements for inflation and for relative price changes, accounting for state and local governments, partnership accounting and reporting, and accounting for bankruptcy and reorganization.

MACC 514 - FAIR VALUE ACCOUNTING
Short Title: FAIR VALUE ACCOUNTING
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 XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course examines: fair value accounting, as outlined in Accounting Standard Codification section 820 and other U.S. accounting standards; use of 3rd party pricing services, credit risk considerations, and recent accounting updates impacting the valuation of various financial instruments, such as loans, equities, department securities, alternative investments, real estate investments and liabilities.

MACC 515 - ADVANCED TOPICS IN REVENUE RECOGNITION
Short Title: ADVANCED REVENUE RECOGNITION
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 XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: While revenue generation is a key source of business risk and represents the primary value creation activity, its measurement and reporting in financial statements can be subject to substantial judgment. The course will cover the principles embedded in the US GAAP for revenue recognition and will examine how revenue recognition can vary substantially according to the underlying economics of different business models.

MACC 531 - ADVANCED MANAGEMENT ACCOUNTING
Short Title: ADVANCED MGMT ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The use of management accounting information to serve management decision-making; review of cost accounting concepts; use of standards and variances; relevance and decision making; role of cost allocations; different costs for different purposes; product costing systems; and managing customers. Mutually Exclusive: Cannot register for MACC 531 if student has credit for BUSI 430.

MACC 541 - ACCOUNTING INFORMATION AND CONTROL SYSTEMS
Short Title: ACCTG INFO AND CONTROL SYSTEMS
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 XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MACC 542 (may be taken concurrently)
Description: Examines the concepts of the integrated audit of internal control over financial reporting in accordance with PCAOB Audit Standard 5. Also covers fundamental procedures used in financial statement audits, specifically in the client acceptance and continuance, planning and risk assessment, and audit comfort cycle phases of the engagement.

MACC 542 - ADVANCED AUDITING
Short Title: ADVANCED AUDITING
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 XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course provides students with an in-depth understanding of professional standards, the audit process, advanced auditing techniques, and the auditor's role. This course will use case studies to explore audit topics not extensively covered in a typical intro-auditing course, including planning/risk assessment, design and execution of procedures, testing techniques, and software tools.

MACC 562 - AUDITING: A DATA ANALYTICS APPROACH
Short Title: DATA ANALYTICS IN AUDITING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course applies accounting and critical thinking skills to real-world data analytics examples from auditing and forensics. The focus is on (1) the methodologies of transforming raw and unstructured data into workable data sets, (2) how to interpret data sets, and (3) the presentation of data to decision makers.

MACC 563 - DATA ANALYTICS FOR ACCOUNTANTS
Short Title: DATA ANALYTICS FOR ACCOUNTANTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to using data analytics in an accounting context. Topics include how data are structured, methodologies for cleaning and merging data, and tools for analyzing and visualizing data.

MACC 564 - ACCOUNTING INFORMATION SYSTEMS AND DATA ANALYTICS
Short Title: ACCTG INFO SYS AND ANALYTICS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Advanced methods of leveraging data analytics in an accounting context. Students develop coding capabilities to extract, organize, and analyze various types of structured and unstructured financial data. Topics include statistical data analysis, probability, and introduction to machine learning.

MACC 565 - ARTIFICIAL INTELLIGENCE FOR PROFESSIONAL ACCOUNTANTS
Short Title: AI FOR ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course introduces the principles and professional applications of artificial intelligence in accounting. Students develop a practical understanding of large language models (LLMs), including their capabilities, limitations, and appropriate use in professional accounting practice. The course emphasizes prompt engineering, context management, and critical evaluation of AI-generated outputs while applying AI to financial analysis, regulatory filings, and professional communication. Students also explore how AI can enhance research, presentations, and other professional workflows while supporting sound professional judgment.

MACC 571 - FEDERAL TAXATION
Short Title: FEDERAL TAXATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MACC MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to federal income tax principles. Emphasis on general skills in identifying and resolving tax issues, understanding the administrative and public policy and reasoning underlying tax law choices and integrating the tax laws into business and personal decisions and planning. Coverage of taxation of C-corporations, S-corporations, and partnerships.

MACC 572 - TAXES AND BUSINESS STRATEGY
Short Title: TAXES AND 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 MACC MBA PMBA WMBA XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MACC 571
Description: An examination of how taxes affect companies' decision-making and their financial and operational structure.

MACC 573 - 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 XMBA Enrollment is limited to Graduate or Graduate Quadmester level students.
Course Level: Graduate
Prerequisite(s): MGMT 603 (may be taken concurrently) or MACC 571
Description: 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.

MACC 581 - GOVERNMENT AND NOT-FOR-PROFIT ACCOUNTING
Short Title: GOVT AND NFP ACCOUNTING
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 XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Financial reporting, managerial, auditing, taxation, and information systems issues in governmental and nonprofit entities; ethics and professional standards; fund accounting concepts and practices, as well as government-wide financial reporting similar to private business consolidated reporting and the relationships between the two; not-for-profit budgeting, accounting, and reporting standards.

MACC 591 - ACCOUNTING THEORY
Short Title: ACCOUNTING THEORY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The aim of this seminar is to impart an understanding of the historical evolution of the literature on financial accounting theory and accounting principles, as well as emerging developments in accounting research. A companion objective is to come to understand the evolving dynamic of the standard-setting process for financial reporting in the United States and at the international level, including consideration of the “political” intrusions into this process. Readings will be drawn from the periodical literature, books and monographs, and reports. A term paper will be required. Mutually Exclusive: Cannot register for MACC 591 if student has credit for BUSI 491/MGMT 591.

MACC 592 - INSTITUTIONAL AND ACADEMIC FOUNDATIONS OF ACCOUNTING
Short Title: FOUNDATIONS OF ACCOUNTING
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The course will provide an overview of the institutional foundations of accounting through a study of the historical evolution of accounting standards, disclosure regulations, and securities laws, and the academic foundations of accounting through a study of the capital market and contracting roles of accounting as well as the economic effects of financial reporting on the broader economy.

MACC 599 - INDEPENDENT STUDY
Short Title: INDEPENDENT STUDY
Department: Management
Grade Mode: Standard Letter
Course Type: Independent Study
Credit Hours: 1-3
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Specialized aspect or topic in an area directly related to public accounting that is chosen by student and an appropriate faculty member. Department Permission Required. Repeatable for Credit.

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

MBA for Professionals-Evening (MGMP)

MGMP 500 - PMBA LAUNCH
Short Title: PMBA LAUNCH
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The 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.

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

MGMP 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 PMBA or XMBA programs. Enrollment is limited to Graduate 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.

MGMP 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 PMBA or XMBA programs. Enrollment is limited to Graduate 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.

MGMP 511 - ORGANIZATIONAL CHANGE
Short Title: ORGANIZATIONAL CHANGE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Emphasizes understanding what constitutes effective organizational designs, considers both the macro designing initiatives and the micro execution of those initiatives.

MGMP 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 PMBA or XMBA programs. Enrollment is limited to Graduate 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.

MGMP 543 - FINANCE
Short Title: FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the theory and practice of corporate finance, with emphasis on topics such as valuation, capital budgeting, risk and return, and capital structure.

MGMP 560 - CORPORATE SOCIAL RESPONSIBILITY
Short Title: CORP SOCIAL RESPONSIBILITY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: An exploration of the necessary ethical and legal basis of managerial decision making and the positive social and environmental contributions of the business firm.

MGMP 570 - COMPETITIVE STRATEGY
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Systematic examination of models and techniques used to analyze a competitive situation within an industry from a strategic perspective. Examines the roles of key players in competitive situations and the fundamentals of analytical and fact-oriented strategic reasoning. Examples of applied competitive and industry analysis are emphasized. Required for MBA.

MGMP 571 - STRATEGY FORMULATION AND IMPLEMENTATION
Short Title: STRATEGY FORMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course focuses on formulating and implementing effective organizational strategy, including competitive positioning, core competencies and competitive advantage, cooperative arrangements, and tools for implementation.

MGMP 574 - OPERATIONS MANAGEMENT
Short Title: OPERATIONS MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the principles of production management and process improvement.

MGMP 580 - MARKETING
Short Title: MARKETING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: In this practically oriented, theoretically grounded course, students learn core marketing concepts through the completion of integrative case studies and interactive class discussion. Specifically, students learn how to apply strategies and tactics related to assessing market fundamentals as well as developing and implementing marketing strategy (e.g. developing a quantitative forecast to support a new product launch decision, preparing a pricing/cost analysis to support a distribution channel partnership decision).

MGMP 594 - STRATEGIC BUSINESS COMMUNICATION I
Short Title: STRAT BUSINESS COMMUNICATION I
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the strategy and usage of American-style business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.

MGMP 595 - DATA ANALYSIS
Short Title: DATA ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increase role for data analysis as an aid to business decision-making. This course exposes the student to most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covers the following topics: sampling, descriptive statistics, probability distributions, and regression analysis. Required for MBA.

MGMP 596 - STRATEGIC BUSINESS COMMUNICATION II
Short Title: STRATEGIC BUSINESS COMM II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Continued instruction in the core strategic business communication skills that were introduced during Strategic Business Communication I. In addition to a mandatory writing workshop, students will have the opportunity to select other communication topics, based on individual needs and interest.

MGMP 601 - USING FINANCIAL STATEMENTS TO EVALUATE FIRM PERFORMANCE
Short Title: USING FINANCIAL STATEMENTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course is designed to develop basic skills in financial statement analysis with special emphasis on understanding, organizing and summarizing financial data for decision making purposes related to valuation. The course focuses on financial and accounting analysis which consists of documenting and understanding a firm's profitability relative to past performance and comparable firms. Ratio analysis, accounting quality, and earnings management are the focal points of this portion of the course. Mutually Exclusive: Cannot register for MGMP 601 if student has credit for BUSI 401.

MGMP 602 - ACCOUNTING-BASED VALUATION
Short Title: ACCOUNTING-BASED VALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMP 601 (may be taken concurrently)
Description: This course covers two major topics: 1) forecasting financial statements based on a complete historical analysis of the firm; 2) deriving firm value under a variety of approaches including discounted cash flows (DCF) and residual operating income valuation (ROPI). Mutually Exclusive: Cannot register for MGMP 602 if student has credit for BUSI 401.

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

MGMP 689 - DECISION MODELS
Short Title: DECISION MODELS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the following programs: EMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Successful management requires the ability to recognize a decision situation, understand its essential features, and make a choice. However, many of these situations - particularly those involving uncertainty and/or complex interactions - may be too difficult to grasp intuitively, and the stakes may be too high to learn by experience. This course introduces spreadsheet modeling, simulation, decision analysis and optimization to represent and analyze such complex problems. The skills learned in this course are applicable in almost all aspects of business and should be helpful in future courses. The course is divided into two parts. In the first part, we discuss the use of decision trees for structuring decision problems under uncertainty. In the second part of the course, we discuss Monte Carlo simulation, a technique for simulating complex, uncertain systems. Throughout the course, we will use Microsoft Excel as a modeling environment, using add-in programs as necessary. Familiarity with Excel is an important prerequisite for this course. Repeatable for Credit.

MGMP 708 - LEADERSHIP ILE
Short Title: LEADERSHIP ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The purpose of this course is to teach you some skills and give you some hands on practice around leading others in group settings. The course will focus on Fundamental Leadership Skills: Influence and Vision; Fundamental Leadership Skills: Leading a Key Decision; Fundamental Leadership Skills: Interpretive Leading under Crisis; Putting it Together: Climbing Mt. Everest.

MGMP 709 - NEGOTIATIONS ILE
Short Title: NEGOTIATIONS ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Managers and professionals cannot be successful without possessing effective negotiation skills and strategies. The purpose of this ILE is to help one understand the processes of negotiation in a variety of settings. The ILE will cover a broad spectrum of negotiation problems faced by managers and professionals. This ILE helps students develop negotiation skills by tackling a series important topics central to effective negotiation.

MGMP 789 - GLOBAL FIELD EXPERIENCE
Short Title: GLOBAL FIELD EXPERIENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the PMBA, WMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This unique experiential learning opportunity requires students to apply what was learned in the first year of the program through consulting projects on the ground in a designated country. The course fosters a global mindset and further develops the ability to tackle business challenges in dynamic, divers and complex environments. Department Permission Required.

MGMP 798 - STRATEGIC MANAGEMENT SIMULATION
Short Title: STRATEGIC MGMT SIMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the PMBA or XMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This core course uses a capstone business strategy simulation conducted in close proximity to the required formulation/ implementation course. Student teams operate simulated companies in a highly competitive industry. Emphasis is placed on integrating strategy, financial control, operational excellence, and team building. Teams make presentations at the end of the course.

MGMP 799 - STRATEGY CONSULTING LAB
Short Title: STRATEGY CONSULTING LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 3
Restrictions: Enrollment limited to students in the following programs: EMBA HMBA MBA PMBA WMBA XMBA Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: In the Strategy Consulting Lab students provide comprehensive, real-world strategic planning for small businesses and not-for-profit organizations. Students assess the company's/non-profit's current situation to recommend strategic and functional improvements. Students detail designs for the recommendations, make the business case, and provide the implementation roadmap to the senior executives and board of directors. Students have the option to develop a full strategic and business plan for a not-for-profit organization they intend to launch.

MBA for Professionals-Weekend (MGMW)

MGMW 500 - PMBA LAUNCH
Short Title: PMBA LAUNCH
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 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.

MGMW 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 WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Financial statements are a key source of information about the economic activities of a firm. This course addresses the construction and interpretation of financial statements. The goal of the course is not to train you to become an accountant. Rather, the course should equip you to become an informed user of financial statement information. Because annual reports are somewhat formidable, we will study how firms present the information for various accounts in their financial statements, including the footnotes. By the end of the course, you should have a basic understanding of financial statements and the ability to use them for decision making. Fulfillment of these objectives involves acquiring several skills. The course will emphasize (i) gaining familiarity with the types of transaction firms engage in, (ii) the mapping of transactions into accounting numbers, (iii) understanding the accounting-related choices that managers have for transactions and the rationale behind the various methods, (iv) developing fluency in accounting terminology, and (v) appreciating the complexity of accounting due to the (often considerable) discretion and judgment involved in choosing among alternative accounting methods, making estimates, and disclosing information in financial statements.

MGMW 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 WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The course provides an introduction to accounting systems that managers use to support decision making and to align behaviors. The objective of cost management systems is to provide information about costs; including, but not limited to costs of products and services. While financial accounting requires that product cost information be accumulated in particular ways for external reporting, these approaches often provide inadequate information for managing the firm. Management accounting is distinct from financial accounting in its focus on internal (to the firm) uses of accounting and nonfinancial data and in the relative absence of external rules-making bodies such as the SEC or FASB and external monitors such as public accounting firms.

MGMW 510 - ORGANIZATIONAL BEHAVIOR
Short Title: ORG. BEHAVIOR
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Issues involving power and influence, norms and values, and incentives and rewards shape individual and group behavior in organizations. Throughout your work life, you have accrued a number of experiences and insights concerning the "human" side of management. In this course, we will discuss your experiences, evaluate and interpret them, and develop a toolkit that will further enhance your ability to make effective decisions, motivate and lead employees, and understand the processes underlying social interaction in organizations.

MGMW 511 - ORGANIZATIONAL CHANGE
Short Title: ORGANIZATIONAL CHANGE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Over the course of your life you have already encountered—and will continue to encounter—the need to lead change or, at a minimum, adapt to change. Chances are good that you already do an adequate job navigating change and may have experienced satisfactory or even better-than-expected results. However, by applying frameworks that elevate your abilities beyond the "common sense" level of performance, you can markedly improve the degree and/or frequency of your success. The primary goal of this course is to help you become an effective leader of organizational change. In this very brief class, you will learn, discuss and put into action an important framework for managing organizational change. Your 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.

MGMW 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 WMBA program. Enrollment is limited to Graduate 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.

MGMW 541 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC ENV. OF BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: EEB stresses an understanding of the major macroeconomic forces affecting business in today's global economy. Fluency in major macroeconomic concepts and forces enhances business decision making in the globally competitive product, financial, and labor markets that characterize the modern business environment. With this in mind, the learning objectives for the course include an understanding of 1) the key economic policy goals and how they are related: low unemployment, price stability and long-term sustainable growth; 2) the primary economic policy tools: fiscal policy and monetary policy; and 3) key economy-wide prices: inflation, interest rates, and exchange rates. Repeatable for Credit.

MGMW 543 - FINANCE
Short Title: FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The objective of this course is to introduce you to the theory and practice of corporate finance, and to provide you with a set of analytical tools necessary to answer the most important questions related to firms' financing and investment policies. The theory of corporate finance consists of the following building blocks: Valuation, Investment Decisions, Risk and Return, Financing Decisions, Derivative Securities.

MGMW 560 - CORPORATE SOCIAL RESPONSIBILITY
Short Title: CORP SOCIAL RESPONSIBILITY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: MGMW 560 is an interdisciplinary, interactive study of business ethics and the social responsibility of business organizations. It is not designed to dictate individual values, but to show how values can be integrated effectively in successful business decision-making. It encompasses an in-depth examination of the sorts of ethical conflicts that arise in business and an exploration of the interplay between professional and applied ethics, law and management. Emphasis is placed on consideration of stakeholder concerns and the development of personal ethical decision-making skills.

MGMW 561 - BUSINESS - GOVERNMENT RELATIONS
Short Title: BUS - GOVERNMENT RELATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: MGMW 561 is a study of the relationship between business and government and its impact on the formation of public policy. The course examines how business issues are influenced by: political structures and institutions, information, relationships, stakeholders, crisis, media and ethics. Students will participate in a Congressional simulation exercise and create an issue management plan that applies class lectures, readings and independent research to an issue of their choice.

MGMW 570 - COMPETITIVE STRATEGY
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The field of strategic management explores how firms achieve competitive advantage in a dynamic and complex environment from the general manager's perspective. This course is organized around fundamental frameworks to assist you in analyzing a wide range of strategic issues facing a firm. It will: 1) Cover theories for in-depth industry analysis, for anticipating and predicting future industry developments; 2) Examine some of the firm specific underpinnings of competitive advantage and growth in both domestic and international settings; 3) Explore some of the challenges in implementing the strategy that has been formulated. Nevertheless, the best analysis in the world will have little effect if it cannot be communicated to others. Managers must be able to articulate their views coherently and persuasively, and they must be skilled at understanding and critiquing other points of view. Management is a "verbal sport;" perhaps 90% of a typical manager's day is consumed by oral communication. Time is often scarce. You must learn to make convincing arguments and to make them quickly, or the merits of your ideas are likely to become simply irrelevant. This skill takes practice, and we will place a great deal of emphasis on it in class.

MGMW 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 WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The central concern of strategic management is to help companies succeed in competitive environments. Hence, the purpose of the course is to expose students to core concepts, ideas and analytical techniques that can be used to create sustainable advantage and growth in difficult competitive environments. The perspective adopted is that of a general manager who has overall responsibility for the performance of the firm as whole. To this end, the course will attempt to build students' ability to develop, evaluate, and implement value-creating strategies at the business and corporate level. In doing so, the course will not only introduce new or advanced concepts in strategy, but also review and build upon some of the concepts students have already studied in the first core course in strategy. Given the integrative nature of strategic management, we shall attempt to establish links with important concepts that students have been exposed to in other functional areas.

MGMW 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 WMBA program. Enrollment is limited to Graduate 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.

MGMW 580 - MARKETING
Short Title: MARKETING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course is built around the premise that providing superior value to customers is a central means of creating value for the firm's stakeholders. The course focuses on marketing strategy – the strategic decision of what value to provide, how to provide it, and to whom. You will lean the importance of balancing effectiveness and efficiency through formulation, implementation, evaluation, and control of marketing mix programs directed at target segments.

MGMW 594 - STRATEGIC BUSINESS COMMUNICATION I
Short Title: STRAT BUSINESS COMMUNICATION I
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the strategy and usage of American-style business communication. Students will learn best practices for effective business writing, oral presentations, slide design, feedback delivery, and interpersonal skills.

MGMW 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 WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The objective of this course is to help you learn to analyze data and use methods of statistical inference in making business decisions.

MGMW 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 WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Continued instruction in the core strategic business communication skills introduced in Strategic Business Communication I. In addition to a mandatory writing workshop, students have the opportunity to select workshops on other communication topics, based on individual needs and interests.

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

MGMW 706 - LEADERSHIP
Short Title: LEADERSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course aims to develop a more thorough understanding of leadership and the leadership process. Through this exploration, it is hoped that students will come to understand themselves better within the leadership context (i.e., as a follower, as a self-leader, and as a leader of others).

MGMW 709 - NEGOTIATIONS
Short Title: NEGOTIATIONS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Negotiating is an important part of our everyday lives, whether we realize this or not. As research tends to show, however, most of us are often not as effective as we could be in negotiation situations. The purpose of this course is simply to improve your ability to negotiate in ways that are consistent with the demands of the situation and your own personal values. The course is designed around the premise that negotiation is a science and an art. The assigned readings are informed by the latest research on negotiations. The exercises and other learning activities were chosen to help you gain a feel for how this science informs the practice of securing agreements between interdependent parties. Repeatable for Credit.

MGMW 798 - STRATEGIC MANAGEMENT SIMULATION
Short Title: STRATEGIC MGMT SIMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The goal of MGMW 798: First Year Capstone Course is to deliver an applied learning educational experience that provides broad functional and foundational coverage of first year MBA core courses. In order to be successful, students must be able to demonstrate the following: (1) integrating concepts across business functional areas, (2) articulating value and solicit buy in for their plan internally and externally, and (3) demonstrating results from a strategic plan.

MGMW 799 - CAPSTONE STRATEGY CONSULTING LAB
Short Title: CAPSTONE STRAT. CONSULTING LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the WMBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: In the PMBA Capstone Strategy Consulting Lab students provide comprehensive, real-world strategic planning for small businesses and not-for-profit organizations. Students assess the company's/non-profit's current situation to recommend strategic and functional improvements. Students detail designs for the recommendations, make the business case, and provide the implementation roadmap to the senior executives and board of directors. Students have the option to develop a full strategic and business plan for a not-for-profit organization they intend to launch.

Description and Code Legend

Note: *Internally, the university uses the following descriptions, codes, and abbreviations for this academic program. The following is a quick reference:*

Course Catalog/Schedule

- Course offerings/subject code for Business: BUSI
- Course offerings/subject code for Entrepreneurship: ENTR
- Course offerings/subject code for Finance: FINA
- Course offerings/subject code for Management: MGMT
- Course offerings/subject code for Master of Accounting: MACC
- Course offerings/subject code for MBA for Professionals-Evening: MGMP
- Course offerings/subject code for MBA for Professionals-Weekend: MGMW

Home School Description and Code

- Rice Business: JS

Home Department (or Program) Descriptions and Codes

- Business (BA degree, BUSI minor): BUSI
- Entrepreneurship (ENTR minor): ENTR
- Management (MA, MAcc, MBA, MFin, and PhD degrees): MGMT
- Healthcare Management (HCM certificate): HCMT

Undergraduate Degree Description and Code

- Bachelor of Arts degree: BA

Undergraduate Major Description and Code

- Major in Business: BUSM

Undergraduate Major Concentration Descriptions and Codes

- Major Concentration in Finance: BFNC
- Major Concentration in Management: BMGT
- Major Concentration in Marketing: BMKG

Undergraduate Degree Program Option Description and Code*

- Degree Program Option (BA degree): BA-JSBU

Undergraduate Minor Descriptions and Codes

- Minor in Business: BUSI
- Minor in Entrepreneurship: ENTR

Graduate Degree Descriptions and Codes

- Master of Accounting degree: MAcc
- Master of Arts degree: MA
- Master of Business Administration degree: MBA
- Master of Finance degree: MFin
- Doctor of Philosophy degree: PhD

Graduate Degree Program Descriptions and Codes

- Degree Program in Accounting (MAcc degree): ACCO
- Degree Program in Business Administration (MBA degree): MGMT
- Degree Program in Business (MA and PhD degrees): BUSP
- Degree Program in Finance (MFin degree): FINA

Graduate Major Concentration Descriptions and Codes

- Major Concentration in Accounting (PhD degree): BACT
- Major Concentration in Finance (PhD degree): BFIN
- Major Concentration in Marketing (PhD degree): BMKT
- Major Concentration in Operations Management (PhD degree): BOPM
- Major Concentration in Organizational Behavior (PhD degree): BMOB
- Major Concentration in Strategic Management (PhD degree): BSTM

Graduate Degree Program Option Descriptions and Codes*

- Degree Program Option - Executive (MBA degree): EMBA
- Degree Program Option - Full-Time (MBA degree): MBA
- Degree Program Option - Non-Thesis (MA degree): MA-NTHESIS
- Degree Program Option - Online (MBA degree): OMBA
- Degree Program Option - Professional Hybrid (MBA degree): HMBA
- Degree Program Option - Professional, Evening (MBA degree): PMBA
- Degree Program Option - Professional, Evening Extended (MBA degree): XMBA
- Degree Program Option - Professional, Weekend (MBA degree): WMBA

Graduate Certificate Description and Code

- Certificate in Healthcare Management: HCM

Graduate Certificate Program Descriptions and Codes*

- Certificate Program Option - Standalone: GR CERT M-JS
- Certificate Standalone (Degree) Code: (Standalone, Post-Baccalaureate): GC-B

CIP Code and Description [1]

- **ACCO** Major/Program: CIP Code/Title: *52.1399 - Management Sciences and Quantitative Methods, Other*
- **BUSM** Major/Program: CIP Code/Title: *52.1399 - Management Sciences and Quantitative Methods, Other*
- **BUSP** Major/Program: CIP Code/Title: *52.0201 - Business Administration and Management, General*
- **FINA** Major/Program: CIP Code/Title: *52.1399 - Management Sciences and Quantitative Methods, Other*
- **MGMT** Major/Program: CIP Code/Title: *52.1399 - Management Sciences and Quantitative Methods, Other*
- **BACT** Major Concentration: CIP Code/Title: *52.0301 - Accounting*
- **BFIN** Major Concentration: CIP Code/Title: *52.0801 - Finance, General*
- **BFNC** Major Concentration: CIP Code/Title: *52.0899 - Finance and Financial Management Services, Other*
- **BMGT** Major Concentration: CIP Code/Title: *52.0201 - Business Administration and Management, General*
- **BMKG** Major Concentration: CIP Code/Title: *52.1401 - Marketing/ Marketing Management, General*
- **BMKT** Major Concentration: CIP Code/Title: *52.1401 - Marketing/ Marketing Management, General*
- **BMOB** Major Concentration: CIP Code/Title: *52.1003 - Organizational Behavior Studies*
- **BOPM** Major Concentration: CIP Code/Title: *52.0205 - Operations Management and Supervision*
- **BSTM** Major Concentration: CIP Code/Title: *52.0201 - Business Administration and Management, General*
- **BUSI** Minor: CIP Code/Title: *52.0201 - Business Administration and Management, General*
- **ENTR** Minor: CIP Code/Title: *52.0701 - Entrepreneurship/Entrepreneurial Studies*
- **HCM** Certificate: CIP Code/Title: *51.0722 - Healthcare Innovation*

* *Systems Use Only: this information is used solely by internal offices at Rice University (such as OTR, GPS, etc.) and primarily within student information systems and support.*

[1] Classification of Instructional Programs (CIP) 2020 Codes and Descriptions from the National Center for Education Statistics: https://nces.ed.gov/ipeds/cipcode/.