The Jesse H. Jones Graduate School of Business (JGSB) was established in 1974 through a gift from Houston Endowment, Inc. The Jones Graduate School of Business offers a minor in business (BUSI) for undergraduate students, a master's degree in business administration (MBA) program for graduate students seeking to further their professional careers in business, a one-year master of accounting (MAcc) program, and a PhD program in business for graduate students seeking academic careers at research universities.

Undergraduate Minor in Business

The business minor consists of six integrated 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.

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 (ga.rice.edu/programs-study/departments-programs/business/accounting).

Master of Business Administration (MBA) Degree Programs

The MBA degree can be obtained via the Full-Time MBA program, the MBA for Executives program, or the MBA for Professionals program. The Executive and Professional MBA programs 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 engineering program is offered by the Jones Graduate School of Business and the George R. Brown School of Engineering, in any of the departments of engineering. This program prepares students to become managers in organizations requiring a high level of technical expertise and management skills. Students must apply separately and be accepted by both the business school and by the appropriate engineering department.

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 health care, as well as biotechnology-focused industries, health insurance/managed health care firms, and pharmaceutical and medical supply and equipment companies.

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

The Jones Graduate School of Business PhD program 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 PhD admission. (Advanced degrees (e.g. master's degrees) and prior work experience are taken into account in admission decisions, but evidence of strong intellectual ability is of utmost importance). The Jones Graduate School of Business does not have an MA program. During the course of the PhD program, a master's degree (MA) will be awarded after students have achieved doctoral candidacy and are in the process of completing the doctorate.

Minor

• Minor in Business (ga.rice.edu/programs-study/departments-programs/business/business/business-minor)

Master's Programs

• Master of Arts (MA) Degree in the field of Business Administration*
• Master of Accounting (MAcc) Degree (ga.rice.edu/programs-study/departments-programs/business/accounting) (ga.rice.edu/programs-study/departments-programs/business/accounting/macc)
• Master of Business Administration (MBA) Degree, Full-Time Program (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-full-time)
  • and a Major Concentration in Accounting (ga.rice.edu/programs-study/departments-programs/business/business-administration-mba-concentration-accounting)
  • and a Major Concentration in Energy (ga.rice.edu/programs-study/departments-programs/business/business/administration-mba-concentration-energy)
  • and a Major Concentration in Entrepreneurship (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-entrepreneurship)
• and a Major Concentration in Finance (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-finance)
• and a Major Concentration in Health Care (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-health-care)
• and a Major Concentration in Marketing (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-marketing)
• and a Major Concentration in Operations Management (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-operations-management)
• and a Major Concentration in Real Estate (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-real-estate)
• and a Major Concentration in Strategic Management (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-concentration-strategic-management)

• Master of Business Administration (MBA) Degree, Executive Program (ga.rice.edu/programs-study/departments-programs/business/business-administration-mba-executives)
• Master of Business Administration (MBA) Degree, Professional Program (ga.rice.edu/programs-study/departments-programs/business/business-administration-mba-professionals)

With the Wiess School of Natural Sciences
• Master of Business Administration (MBA) Degree and the Doctor of Medicine (MD) Degree (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-md)

Dual Degree Program
With the Baylor College of Medicine
• Master of Business Administration (MBA) Degree and the Doctor of Medicine (MD) Degree (ga.rice.edu/programs-study/departments-programs/business/business/business-administration-mba-md)

* 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.

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Deputy Dean
Jeff Fleming

Sr. Associate Dean of Degree Programs
Barbara Ostdiek

Sr. Associate Dean of Executive Education
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Associate Dean of Degree Programs
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Professor in the Practice of Management
William Arnold
Jack M. Gill
Vincent Kaminski
Benjamin Lansford
Dick Viebig

Associate Professor in the Practice of Management
David VanHorn

Visiting Assistant Professor
Andreas Christopoulos
Heber Farnsworth
Sean Wang

Senior Lecturers
Jill Foote
Elizabeth O’Sullivan
Rick Schell
David Tobin

Lecturers
Abby Larson
Janet Moore
Lydia Mushar
Hesam Panahi

Joint Appointments
Linda Driskill
Mikki Hebl
David Lane
Fred Oswald

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/ISWKCSCAT.cat?p_action=cata)
BUSI 220 - LILIE E-TEAMS EXPERIENCE
Short Title: LILIE E-TEAMS EXPERIENCE
Department: Business
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Graduate level students may not enroll.
Course Level: Undergraduate Lower-Level
Description: In this course, students will form teams and collaborate on a project contributed by a startup company. Using design thinking, students will take a human-centered approach towards crafting an innovative solution by developing empathy for the users, articulating the problem, brainstorming possibilities, prototyping for communication, and testing and iterating.

BUSI 221 - NEW ENTERPRISES
Short Title: NEW ENTERPRISES
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Graduate level students may not enroll.
Course Level: Undergraduate Lower-Level
Description: In this course, students will learn and experience a process for innovation-based venture development. During the semester, students will form teams and create a plan for a new venture. Mutually Exclusive: Credit cannot be earned for BUSI 221 and BUSI 462.

BUSI 223 - BUSINESS MODELING FOR ENTREPRENEURS
Short Title: MODELING FOR ENTREPRENEURS
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Graduate level students may not enroll.
Course Level: Undergraduate Lower-Level
Description: The course teaches how to translate a startup business plan into a bottoms up quantitative model of the business and its underlying assumptions. Students will learn how to build a model of cash flows for a startup, how to use that model to track performance and identify errors in the underlying assumptions and adjust, and how to update the model based on realized performance.
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:** Students with a class of Freshman may not enroll. Graduate level students may not enroll.  
**Course Level:** Undergraduate Upper-Level  
**Prerequisite(s):** (STAT 280 or STAT 305 or STAT 310 or ECON 307 or STAT 312 or POLI 395 or PSYC 339) and (ECON 100 or ECON 200) and BUSI 305  
**Description:** Introduces the role of marketing in organizations and the principal marketing decisions facing management. Topics include marketing planning and strategy; buyer behavior; development and management of products and services; branding; channels of distribution; sales, advertising and promotional methods; pricing strategy; and the development of integrated marketing strategies and programs.

**Course URL:** [business.rice.edu](http://business.rice.edu/)

BUSI 380 - MARKETING  
**Short Title:** MARKETING  
**Department:** Business  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Distribution Group:** Distribution Group II  
**Credit Hours:** 3  
**Restrictions:** Students with a class of Freshman may not enroll. Graduate level students may not enroll.  
**Course Level:** Undergraduate Upper-Level  
**Prerequisite(s):** (STAT 280 or STAT 305 or STAT 310 or STAT 339 or ELEC 303 or POLI 395 or PSYC 339 or SOCI 298 or ECON 307 or ECON 382 or ECON 331) and (ECON 100 or ECON 201 or ECON 301)  
**Description:** This course emphasizes the use of accounting information for internal purposes, as opposed to the external reporting focus of financial accounting. The course covers the design of management accounting systems for planning and controlling operations and for motivating personnel. The course integrates accounting with ideas from data analysis, decision analysis, finance, 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 performance evaluation.

**Course URL:** [business.rice.edu](http://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:** Students with a class of Freshman may not enroll. Graduate level students may not enroll.  
**Course Level:** Undergraduate Upper-Level  
**Prerequisite(s):** BUSI 305  
**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): ECON 100 or 201 or 301. Mutually Exclusive: Credit cannot be earned for BUSI 390 and BUSI 471.

**Course URL:** [business.rice.edu](http://business.rice.edu/)

BUSI 405 - ISSUES IN FINANCIAL REPORTING I  
**Short Title:** ISSUES IN FINANCIAL REPORTING I  
**Department:** Business  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 3  
**Restrictions:** Graduate level students may not enroll.  
**Course Level:** Undergraduate Upper-Level  
**Prerequisite(s):** BUSI 305  
**Description:** Introduces the role of marketing in organizations and the principal marketing decisions facing management. Topics include marketing planning and strategy; buyer behavior; development and management of products and services; branding; channels of distribution; sales, advertising and promotional methods; pricing strategy; and the development of integrated marketing strategies and programs.

**Course URL:** [business.rice.edu](http://business.rice.edu/)

BUSI 430 - MANAGERIAL ACCOUNTING  
**Short Title:** MANAGERIAL ACCOUNTING  
**Department:** Business  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 3  
**Restrictions:** Graduate level students may not enroll.  
**Course Level:** Undergraduate Upper-Level  
**Description:** This course emphasizes the use of accounting information for internal purposes, as opposed to the external reporting focus of financial accounting. The course covers the design of management accounting systems for planning and controlling operations and for motivating personnel. The course integrates accounting with ideas from data analysis, decision analysis, finance, 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 performance evaluation. It is suggested that students enrolled in this course have completed BUSI 305 or ECON 201.
**BUSI 440 - AUDITING**
- **Short Title:** AUDITING
- **Department:** Business
- **Grade Mode:** Standard Letter
- **Course Type:** Lecture
- **Credit Hours:** 3
- **Restrictions:** Graduate level students may not enroll.
- **Course Level:** Undergraduate Upper-Level
- **Description:** The principles and procedures used by public accountants and internal auditors in examining financial statements and supporting data to verify the accuracy and fairness of the information presented. Specific topics covered include: financial statement, regulatory and contract compliance, internal and operational audits, professional standards and ethical conduct; statistical and judgmental sampling; the audit impact of information technology; audit risk and internal control structure evaluation; application of procedures in transaction cycles; audit reporting; the importance of professional skepticism; role of the PCAOB in setting and enforcing auditing standards for U.S. publicly traded companies, as well as the issue of mandatory audit firm rotation; role of the International Auditing and Assurance Standards Board in setting International Standards of Auditing.

**BUSI 460 - FOUNDATIONS OF ENTREPRENEURSHIP: STRATEGY AND FUNDING**
- **Short Title:** FOUNDATIONS OF ENT: STRATEGY
- **Department:** Business
- **Grade Mode:** Standard Letter
- **Course Type:** Lecture
- **Credit Hours:** 1.5
- **Restrictions:** Students with a class of Freshman may not enroll. Graduate level students may not enroll.
- **Course Level:** Undergraduate Upper-Level
- **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. 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.

Course is taught either 1st or 2nd Half of Full Term. Repeatable for Credit.

**BUSI 461 - FOUNDATIONS OF ENTREPRENEURSHIP II: FINANCING**
- **Short Title:** FOUNDATIONS OF ENT II: FINANCING
- **Department:** Business
- **Grade Mode:** Standard Letter
- **Course Type:** Lecture
- **Credit Hours:** 1.5
- **Restrictions:** Students with a class of Freshman may not enroll. Graduate level students may not enroll.
- **Course Level:** Undergraduate Upper-Level
- **Description:** The goal of the course is to provide students with a general understanding of the financing options for early stage startups, including angel investment, accelerators, crowdfunding and the venture capital industry. This 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. Repeatable for Credit.

**BUSI 463 - FOUNDATIONS OF ENTREPRENEURSHIP: STRATEGY AND FUNDING**
- **Short Title:** ENTREPRENEURSHIP STRAT & FUND
- **Department:** Business
- **Grade Mode:** Standard Letter
- **Course Type:** Seminar
- **Credit Hours:** 3
- **Restrictions:** Graduate level students may not enroll.
- **Course Level:** Undergraduate Upper-Level
- **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.
BUSI 464 - SOCIAL ENTREPRENEURSHIP
Short Title: SOCIAL ENTREPRENEURSHIP
Department: Business
Grade Mode: Standard Letter
Course Type: Seminar
Distribution Group: Distribution Group II
Credit Hours: 3
Restrictions: Students with a class of Freshman may not enroll. Graduate level students may not enroll.
Course Level: Undergraduate Upper-Level
Description: This course introduces students to contemporary concepts, debates, and contexts necessary for analyzing and engaging in the sphere of social entrepreneurship. The course has five distinct parts: 1. social entrepreneurship overview; 2. social context and stakeholders; 3. private sector roles and motivations; 4. organizational forms and collaborations; and 5. measurement and impacts (private and public). Students will be exposed to various forms of social entrepreneurship, such as base of the pyramid/microenterprises, private-public partnerships, private-governmental partnerships, voluntary social codes, corporate social responsibility, and ethical consumerism. From this introductory foundation, students will undertake a social entrepreneurship project about a contemporary social problem in Houston: the urban food desert (https://apps.ams.usda.gov/fooddeserts/fooddeserts.aspx). Students will learn a range of research methods (e.g. quantitative data analysis, ethnography, focus groups). With these research tools and building from perspectives offered by earlier readings, guest speakers, and field visits, students will problematize, propose, develop, and present competing solutions to the social problem during the final course meetings. Cross-list: GLHT 464, SOSC 464.

BUSI 469 - LILIE NEW VENTURE CHALLENGE
Short Title: LILIE NEW VENTURE CHALLENGE
Department: Business
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Graduate level students may not enroll.
Course Level: Undergraduate Upper-Level
Description: In this capstone project-based experiential learning course, students work on their own startup ideas in teams using the frameworks taught in the E&I framework courses (financing and strategy for startups, new enterprises, business modeling for entrepreneurs, human and social context in entrepreneurship). To apply for this course visit http://hpanahi.web.rice.edu/nvc/ Instructor Permission Required.

BUSI 491 - ACCOUNTING THEORY
Short Title: ACCOUNTING THEORY
Department: Business
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Graduate level students may not enroll.
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: Credit cannot be earned for BUSI 491 and MACC 591/MGMT 591.

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: Graduate level students may not enroll.
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 505 - INDEPENDENT STUDY
Short Title: INDEPENDENT STUDY
Department: Business
Grade Mode: Standard Letter
Course Type: Independent Study
Credit Hours: 1-3
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 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 at the graduate level to asset pricing and portfolio choice theory. Covers single-period and dynamic models, including pricing by arbitrage, mean-variance analysis, factor models, dynamic programming, 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 of 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

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 ACCOUNTING
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: Repeatable for Credit.

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 performance and survival of firms by analyzing the effects of a variety of factors at multiple levels, including countries, industries, 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: 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 THOUGH
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 - INNOVATION AND KNOWLEDGE SPILLOVERS IN EMERGING MARKETS
Short Title: INNOVATION & KNOWLEDGE
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 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 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.

Management (MGMT)

MGMT 500 - BCM HEALTH SERVICES ADMINISTRATION
Short Title: BCM HEALTH SERVICES ADMIN.
Department: Management
Grade Mode: Standard Letter
Course Type: Research
Credit Hours: 15
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Health services research project/externship; arranged by BCM faculty with input from Jones School faculty as part of the MD/MBA (BCM/RICE) dual degree program. Course work, research, etc. taken at Baylor College of Medicine.

MGMT 501 - FINANCIAL ACCOUNTING
Short Title: FINANCIAL ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program. 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 and analysis from the perspective of managers as well as external users of information such as investors. Required for MBA.
MGMT 502 - MANAGERIAL ACCOUNTING
Short Title: MANAGERIAL ACCOUNTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA 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. Required for MBA.

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 MBA or PMBA programs. Enrollment is limited to Graduate 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. Required for MBA.

MGMT 510 - ORGANIZATIONAL BEHAVIOR
Short Title: ORGANIZATIONAL BEHAVIOR
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program. 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. Required for MBA.

MGMT 512 - LEADING CHANGE
Short Title: LEADING CHANGE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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 540 - MANAGERIAL ECONOMICS
Short Title: MANAGERIAL ECONOMICS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: We study production and pricing decisions under different assumptions about firm market power. Emphasis is placed on understanding the relevant costs in firm decision-making. Examples are used from marketing and accounting areas. Required for MBA.

MGMT 541 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC ENVIRONMENT OF BUS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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. Required for MBA.

MGMT 543 - FINANCE
Short Title: FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program. 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. Required for MBA.

MGMT 560 - CORPORATE RESPONSIBILITY
Short Title: CORPORATE RESPONSIBILITY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate 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. Required for MBA.
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 MBA or PMBA programs. Enrollment is limited to Graduate 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. Required for MBA.

MGMT 570 - COMPETITIVE AND INDUSTRY ANALYSIS
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program. 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.

MGMT 571 - STRATEGY FORMULATION AND IMPLEMENTATION
Short Title: STRATEGY FORMULATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA 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.

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

MGMT 578 - MARKETING
Short Title: MARKETING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the key concepts underlying the function of marketing and its interaction with other functions in a business enterprise. Explores marketing's role in defining, creating, and communicating value to customers. Primarily case-based with capstone simulation exercise, providing a foundation for advanced course work in marketing. Required for MBA.

MGMT 591 - ACCOUNTING THEORY
Short Title: ACCOUNTING THEORY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Graduate 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: Credit cannot be earned for MGMT 591 and BUSI 491/MACC 591.

MGMT 594 - STRATEGIC BUSINESS COMMUNICATION
Short Title: STRATEGIC BUSINESS COMMUNICATION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Introduction to the strategy and practice of business presentations. Includes frequent oral presentations (both individual and team) and feedback.
MGMT 595 - DATA ANALYSIS I
Short Title: DATA ANALYSIS I
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program. 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 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. Required for MBA.

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 level students.
Course Level: Graduate
Description: Group project in which students, under the guidance of faculty and a corporate liaison, study the scope of improvements needed, examine a company’s processes, and then provide written recommendations and present findings to senior management. Required for MBA.

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 is limited to Graduate 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. This year we focus on Discordia, a fictitious West African nation. 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. Repeatable for Credit.

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Study of how investors, financial analysts, creditors, and managers use financial statement information in evaluating firm performance and in valuing firms. Emphasizes industry and firm-level analysis of accounting information using financial accounting concepts and finance theory.

MGMT 603 - 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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Survey of the basic federal tax law concepts of business income and deductions, proceeding to tax aspects of different forms of business organizations, emphasizing corporations. Includes sections of tax planning for mergers and acquisitions, compensation planning, and international tax effects. Introduces tax research.
MGMT 604 - MINDFULNESS AND PERFORMANCE IN HIGH RELIABILITY ORGANIZATIONS
Short Title: MINDFULNESS AND PERFORMANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: While organizations frequently discuss the importance of safety, safety incidents are both commonplace and costly across a number of industries. This course is designed to equip you with tools and insights that will help you and your organization prevent costly, safety-related errors and achieve higher and more reliable performance.

MGMT 606 - CORPORATE FINANCIAL REPORTING: US GAAP & IFRS
PART I
Short Title: CORP FIN REP US GAAP & IFRS I
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Course covers aspects of interest to corporate finance officers and financial statement readers on a number of critical financial reporting issues, including those related to merchandise inventories, fixed and intangible assets, business combinations, intercorporate investments, consolidated financial statements and segment reporting, and the effects of changing prices on net income and rate of return.

The strategic role of the newly restructured International Accounting Standards Board, especially as viewed by the Securities and Exchange Commission and the European Commission, will be explored. Students will be apprised of the sweeping and fundamental changes that are occurring today in the milieu of international financial reporting. Repeatable for Credit.

MGMT 609 - MANAGING ENERGY TRANSITIONS
Short Title: MANAGING ENERGY TRANSITIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: "Managing in a Carbon-Constrained World" focuses on the business challenges and opportunities presented by the fast-changing dynamics of climate change and renewable/alternative sources of energy - at the international, federal, and state levels. Consideration will be given to successes and failures of "first movers." We will consider how to reconcile conflicts between the goal of a lower carbon future and the priorities of energy security and restoring a strong, sustainable, economy. The course will close with corporate responses to the challenge. The course is intended to benefit students who intend to pursue careers as leaders in industry, finance, government, diplomacy, international agencies, non-government organizations (NGO's), media, or in academia. The course will challenge you to understand diverse points of view. A background in economics, finance, management, engineering, or public policy will provide a strong foundation, but other disciplines may also apply. Repeatable for Credit.

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate 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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Geopolitics of Energy builds on critical thinking developed in core courses such as Strategy, Finance and Ethics. The modules deal with historical themes, access to resources, operational issues occurring during the life of an investment, and decisions at the end of investment life (at expected maturity or prematurely). Scenario Planning is used - not to predict the future but to consider the viability of strategies under alternate future directions. The course uses the case method to a significant extent and deals with diverse regions and levels of economic development. Class participation, individual and group exercises, along with a final examination account for grading. Repeatable for Credit.

MGMT 612 - COMPETITION, CARBON AND ELECTRICITY POLICY
Short Title: COMP CARBON & ELECT POLICY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: MGMT 612 covers the changes that have occurred over the last twenty years in the electric power industry and the challenges and profit potential of efforts to reduce the industry's emissions of carbon dioxide. The course will use original source materials to explore the impacts of policy choices on companies and consumers. We will cover economics, finance, engineering, and public policy, and a background in those disciplines will prove useful. Repeatable for Credit.
MGMT 613 - HUMAN AND SOCIAL CONTEXT AND QUESTIONS IN TECHNOLOGY ENTREPRENEURSHIP
Short Title: SOCIAL & HUMAN CONTEXT IN TECH
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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 - CORPORATE FINANCIAL REPORTING: US GAAP & IFRS PART II
Short Title: CORP FIN REPUS GAAP & IFRS II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: This course can be taken without having taken Part I. We take up revenue recognition, bonds and leases for lessees, income tax reporting, shareholders’ equity (including earnings per share), and marketable securities, long-term investments and consolidated financial statements. Throughout, comparisons will be made between US GAAP and IFRS. The same textbook will be used for Parts I and II. Repeatable for Credit.

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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Strategic Problem Solving examines theories, concepts and techniques used by highly effective managers and executives to solve challenging strategic problems facing their organizations. Strategic problems of two major types are addressed—problems as threats and problems as opportunities. The course integrates relevant ideas from decision sciences and strategic decision making and presents a coherent framework managers can use to become more effective strategic problem solvers. Focus is on analyzing and learning how to solve strategic problems course participants have faced or are likely to deal with in their future careers. Requires second year Jones School standing or permission of the instructor. Repeatable for Credit.

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 617 - INFORMATION GOVERNANCE
Short Title: INFORMATION GOVERNANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 618 - COMPLEXITIES OF PEOPLE AND ORGANIZATIONS
Short Title: COMPLEX. OF PEOPLE & ORG
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: A seminar focused on contemporary issues on organizational behavior. Potential topics include the changing nature of work and organizations, the meaning of work in people’s lives, the intersection of work and family, and functions and dysfunctions of alternative ways of organizing, managing, and leading people in complex organizations.

MGMT 619 - CORPORATE GOVERNANCE
Short Title: CORPORATE GOVERNANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: The aim of this course is to gain an in-depth understanding of corporate governance and how it influences a firm’s strategy and performance. The course covers the theory and mechanisms of corporate governance and comparative systems of governance and how they relate to contemporary trends. We focus on problems in listed firms, how they can be mitigated by regulation, ownership, boards, incentives, and other mechanisms, and how alternative governance models handle their problems. The course will enable students to undertake a corporate governance review of an individual company including an assessment of how ownership, board structure, managerial incentives and system characteristics influence company strategy and performance. We use a combination of readings, conventional cases, and real-time cases and the variety of governance issues and solutions around the globe. The course is appropriate for those who desire to run their own companies, those who are interested in investment portfolio management, and those who aspire to be senior corporate managers. Repeatable for Credit.
MGMT 620 - THE ENTREPRENEURIAL TOOLKIT
Short Title: THE ENTREPRENEURIAL TOOLKIT
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate

MGMT 621 - THE NEW ENTERPRISE
Short Title: THE NEW ENTERPRISE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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 622 - FOUNDATIONS OF SUPPLY CHAIN MANAGEMENT
Short Title: FOUNDATIONS OF SUPPLY CHAIN
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate

Description: This course explores strategic operations and supply chain management. It provides content and pragmatic executive perspectives on overall operations/supply chain strategies as well as delve into four major capabilities (supply & demand management, sourcing & procurement, manufacturing/service delivery, and performance improvement/quality). The concepts are applicable to manufacturing and service industries; and, they are applicable to large corporations and small businesses. Course activities provide the opportunity to build content knowledge, apply their expertise to operations and supply chain management situations, and explore cutting-edge topics in operations and supply chain management. They will benefit students who may be relatively new to operations and supply chain management, as well as students who may bring real-world experience. The course environment will be collegial, collaborative, and highly interactive with a mixture of team-based and individual activities. Class sessions include multiple activities and student preparation will be critical to maximize the value of the class to themselves, as well as their classmates. Repeatable for Credit.

MGMT 623 - COMMERCIALIZATION IN PHARMA/BIOTECH
Short Title: COMMERCIALIZATION IN PHARMA
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

Description: Provides an insider’s perspective on workings and challenges of an early to mid-stage pharmaceutical company. Current company issues and case studies are used to discuss topics including pre-clinical & clinical development, licensing & business development and intellectual property and patent strategies. Intended for students considering a career in an entrepreneurial biotechnology company. Previous coursework in entrepreneurship or healthcare is preferred.

MGMT 624 - REAL ESTATE
Short Title: REAL ESTATE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate

Description: This course emphasizes the components and processes of real estate industry including identification and analysis of investment and development opportunities from an entrepreneurial standpoint. It utilizes Harvard Cases and requires a major field project. Guest lectures will constitute a portion of most sessions.

MGMT 625 - CREATIVE ENTREPRENEURSHIP
Short Title: CREATIVE ENTREPRENEURSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate

Description: Designed for those wishing to form their own business. It takes the prospective entrepreneur from the conception stage through the opening of the doors on the first day of business. Students will form teams to make final presentations of their business plans. The winning team of the final presentation will be eligible to participate in the Southwest Business Plan Competition at Rice University. Numerous invited speakers. Repeatable for Credit.

MGMT 626 - VENTURE CAPITAL
Short Title: VENTURE CAPITAL
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

Description: Overview of the venture capital industry; the organization and operation of venture capital funds; investment methodology; monitoring and portfolio liquidation; leveraged investing; and specialized investments.
MGMT 627 - ENTERPRISE ACQUISITION
Short Title: ENTERPRISE ACQUISITION
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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 - ENTREPRENEURSHIP IN THE ENERGY INDUSTRY
Short Title: ENTREPRENEURSHIP ENERGY INDUST
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: The goal of Entrepreneurship In the Energy Industry is to examine the process by which entrepreneurial ideas are formed and how they obtain the technical, financial and managerial support to become viable businesses. We will use current examples of companies going through the process, cases which highlight key elements of the process, meet entrepreneurs who are living the journey and share the experiences of the classroom team, both students and teacher. Repeatable for Credit.

MGMT 629 - BUSINESS PLAN DEVELOPMENT
Short Title: BUSINESS PLAN DEVELOPMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: This course is based on reading, analyzing and discussing business plans of actual companies in motion. Class participation is important for this course. Reading the material, discussing the business plans, and interacting with company management will also make the course more enjoyable and meaningful. During the course, we will have entrepreneurs and founders as guest lecturers. SalvageSale, BizSupplies and SimDesk are examples of business plans we will discuss.

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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
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. Repeatable for Credit.

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 MBA program.
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. Department Permission Required.
MGMT 632 - FINANCIAL REPORTING AND GOVERNANCE
Short Title: FINANCIAL REPORT & GOVERNANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: The focus of the course is on the economics of financial reporting. Specifically, the course will emphasize the role of financial reporting as an important control system in corporate governance. In light of the major corporate scandals such as Enron, Tyco, WorldCom, Xerox, and Société Générale as well as the recent global financial crisis, there have been increased concerns over the failure of financial reporting as a control system. As a result, many voluntary and mandatory changes to the corporate governance structure have been proposed or implemented. Within this context of the sea of governance changes, the course will examine corporate governance functions, including top management, boards of directors and audit committees, internal control and risk assessment, external auditors and independence, fraud detection, and SEC reviews of filings and enforcement activities. We will evaluate how these functions have performed historically as well as identify and evaluate the financial reporting policies, procedures, and controls that can be employed to promote good corporate governance and ethical decisions. Special attention will be paid to the rapidly changing environment affecting corporate management as they respond to the requirements of the Sarbanes-Oxley Act and various followup reforms. The course will combine leading edge academic thought with contemporary real-life cases to examine these issues. Repeatable for Credit.

MGMT 633 - LIFE SCIENCE ENTREPRENEURSHIP & ROLES OF FOUNDERS & VENTURE CAPITAL IN HIGH-TECH STARTUPS
Short Title: LIFE SCIENCE ENTREPRENEURSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The roles of physicians, scientists, engineers, and MBA's in biotech, medical device, and other life science companies will be described and characterized. The major trends and innovations driving the creation of new products in large established companies and venture-capital-backed startup companies are discussed. This pragmatic, experienced-based course describes the venture capital process, formation, and capitalization of high-tech companies, sources of technologies, role of tech transfer at universities and medical schools, startup operational issues, role of VCs and board members, execution time frames, liquidity process, IPOs and mergers, and payout prospects for founders and investors. Live, ongoing case studies are presented by guest entrepreneurs. These case studies of ongoing biotech, medical device, and healthcare informatics companies are presented by many notable M.D. and Ph.D. founders and CEOs. Rules of professional and ethical conduct of M.D.s, Ph.D.s, scientific advisory boards, clinical advisory boards, and boards of directors are reviewed. In the final classes, a high-tech, career-planning guide is discussed, plus a special lecture on leadership, intelligence, and entrepreneurship will be presented. Insider secrets and success stories from decades of highly successful VC practice in medical, biotech and infotech companies will be shared. Cross-list: BIOE 633.

MGMT 634 - COMMERCIALIZING TECHNOLOGY IN DEVELOPING COUNTRIES
Short Title: TECH IN DEVELOPING COUNTRIES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course provides a unique opportunity for students to 1) apply their business school knowledge, 2) learn about business in developing countries and 3) learn about entrepreneurship. The course includes lectures, cases, and discussions around needs, opportunities, challenges, delivery mechanisms, manufacturing, and selling in developing countries for both large and small companies and for startups. Students taking this course may also be able to participate in a once-in-a-lifetime trip to Africa that tourism can never duplicate. All students will be on project teams and will participate in the development of business plans for commercializing new technologies. Repeatable for Credit.
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 EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: The class will answer the question "What does it take to lead and manage a New Enterprise?" Once a New Enterprise is launched, the challenges facing an entrepreneur are unique, dynamic and require a much different skillset than managing an established business. This class will explore how to manage an uncertain environment with extremely limited resources, develop an "entrepreneurial" mindset, find the right support resources and advisors, appease investors, maintain a work life balance and manage everythng that will be thrown at the entrepreneur. This class will pull from the Instructor 30+ years as an entrepreneur and advisor including starting and exiting two Inc. 500 companies and will include practical input from a number of guest speakers. Repeatable for Credit.

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: An introduction to forward, futures, option, and swap contracts, including the basic valuation principles, the use of these contracts for hedging financial risk, and an analysis of option-like investment decisions. Recommended for finance students.
MGMT 643 - EQUITY PRACTICUM I - WRIGHT FUND
Short Title: EQUITY PRACTICUM I WRIGHT FUND
Department: Management
Grade Mode: Standard Letter
Course Type: Internship/Practicum
Credit Hours: 2
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMT 543
Description: Students will gain hands on exposure to many aspects of investment management by managing 'live' portfolio (the M.A. Wright Fund) of endowed assets. The first semester's work (students must continue to MGMT 644) is predominately focused on stock analysis and valuation. Admission is by application and interview only. Department Permission Required.

MGMT 644 - EQUITY PRACTICUM II - WRIGHT FUND
Short Title: EQUITY PRACTICUM II WRIGHT FND
Department: Management
Grade Mode: Standard Letter
Course Type: Internship/Practicum
Credit Hours: 2
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMT 643 and MGMT 648
Description: Recommended Prerequisite(s): MGMT 645 (may taken the same semester).

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Review of classic investment theory, with emphasis on measuring and managing investment risk and return. Includes the development of modern portfolio theory and asset pricing models, an introduction to option and futures contracts, market efficiency, and stock valuation. Recommended for most finance students.

MGMT 646 - CORPORATE INVESTMENT POLICY
Short Title: CORPORATE INVESTMENT POLICY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course examines the investment decisions faced by corporate financial managers. We begin by developing a general framework for corporate valuation, and then we use this framework to review and expand on the capital budgeting issues developed in the core finance course. For example, we review the foundations of option valuation, and then apply these tools to value real options. We also cover new material on estimating the cost of capital and the effects of leverage. In this course, you will learn the state of the art in the analysis of corporate investment decisions. The course format is a mixture of theory, empirical evidence, and practical application. The theory provides the framework for our analysis. The empirical evidence provides a core of stylized facts to support our theoretical intuition. And, the practical applications put to use the theoretical foundations and empirical evidence in real world decision making.

MGMT 647 - CORPORATE FINANCIAL POLICY
Short Title: CORPORATE FINANCIAL POLICY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate 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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate 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 investments applications. The course provides extensive opportunity to implement finance theory at a practical level and to develop advanced analytical spreadsheet expertise.
MGMT 649 - DATA MINING FOR BUSINESS ANALYTICS
Short Title: DATA MINING FOR BUS ANALYTICS
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMT 595 or MGMP 595 or MGMW 595
Description: This course covers fundamental principles behind data mining applications, introduce popular data mining algorithms and techniques, examine how data mining technology can be used in decision making, work on real-world data "hands-on" with open-source software, explore Deep Learning and their impact. Repeatable for Credit.

MGMT 650 - FUTURES AND OPTIONS II
Short Title: FUTURES AND OPTIONS II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMT 543 and MGMT 642
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.

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 MBA or PMBA programs. Enrollment is limited to Graduate 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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The course examines the merger and acquisition process from the perspectives of buyers and sellers. Attention is paid to the internal (make) versus external (buy) growth opportunities and their value consequences. The course also analyzes the M&A transaction process through the study of cases. An additional focus will be in the interaction of strategic planning, value planning, financial strategies, and investment decisions.

MGMT 653 - CROSS-BORDER INVESTMENTS
Short Title: CROSS-BORDER INVESTMENTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Cross-Border Investments builds on critical thinking developed in Core courses such as Strategy, Finance and Ethics. The course examines the strategic rationale and valuation of international investments in various real-world scenarios including corporate acquisitions, leveraged buyouts, and public equities. While the primary focus is on fundamental analysis and return on investment, students will also deepen their understanding of the international economy, political risk, corporate governance and other non-financial considerations. The approach is case-oriented and class participation will be a critical determinant of grades. Repeatable for Credit.

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 MBA or PMBA programs. Enrollment is limited to Graduate 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 private real estate development, construction, acquisition, and investment; and, Public Companies, more specifically, REITs. It will build on your real estate and finance knowledge and interest; and provide depth and breadth of the financial markets and its players, on Wall Street, and outside of Wall Street. This course will devote time to understand the working of the Capital Markets, considered by most industry leaders to be the source of the "lubricant" necessary to turn the wheels towards the creation of value; and, by others, to be source of the "leverage" necessary to profit from a "Zero Sum Game." Second, this course is an elective related to real estate in a series available to prepare Rice MBA students interested in career opportunities in the Real Estate Industry in finance, and more specifically in Banking, and Investment banking, Private Real Estate Companies, and REITs. You need to have a reasonably good understanding of the creation of value through the workings of various asset classes of real estate, and be able to build on that knowledge by learning the sources of Capital and how Capital can accessed. You will be challenged to determined what came first the "chicken" or the "egg" (i.e. Does having control of the "real estate," give you access to capital; or, alternatively by having control of the "capital" give you the opportunity to acquire real estate? You will also need to have an understanding of financial analysis to evaluate the Capital needs of an investment, and to determine alternative financial strategies. Repeatable for Credit.
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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Examines the physical energy markets, common financial instruments, and their applications, including cross-commodity hedges, dual variable assets, synthetic options, and swaps. Decision criteria for both outright and risk management trading are covered with respect to both fundamental and technical analysis. Eight guest speakers from various companies throughout the industry will participate.

MGMT 657 - INTERNATIONAL FINANCE
Short Title: INTERNATIONAL FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMT 642
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 and Monte Carlo simulations. The course emphasizes student development and application of skills rather than lectures.

MGMT 659 - REAL ESTATE FINANCE: ASSET VALUATION
Short Title: REAL ESTATE FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course provides an introduction to the concepts and techniques used to analyze and commercial real estate assets and the instruments commonly used to finance these assets. The topics covered include financial analysis of income-generating real property, analysis of mortgage instruments, commercial mortgage-backed securities (CMBS), and real estate investment trusts (REITs). This course is designed for students who are interested in commercial real estate; topics pertaining to single-family residential real estate will be covered only in passing. The course will offer all students an opportunity to develop their business presentation skills through case discussions and a final project presentation. The final project involves the detailed analysis of a CMBS deal, including separate, linked analyses of the mortgage collateral pool, the mortgages, and the note structure. The final project will require the use of all of the tools developed in the course.

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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Legal risk pervades business dealings. This course explores legal risk by educating the student on legal theories, then how to identify, quantify, reduce and accept legal risk, in the context of real estate transactions. Effective interaction with legal counsel will be emphasized. Repeatable for Credit.

MGMT 661 - INTERNATIONAL BUSINESS LAW
Short Title: INTERNATIONAL BUSINESS LAW
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Exploration of U.S. and foreign law as it relates to the law-business interface of importing-exporting trade problems, foreign operations, and foreign investments. Includes the extraterritorial impact of U.S. law, corporate organization, foreign exchange, joint ventures, withdrawal from foreign ventures, and third-country manufacturing.
MGMT 662 - ADVANCED OPERATIONS AND SUPPLY CHAIN
Short Title: ADV OPERATIONS & SUPPLY CHAIN
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 663 - INVESTMENTS II
Short Title: INVESTMENTS II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Prerequisite(s): MGMT 645
Description: This is a project-based course. The class will act as a team to construct a portfolio of large cap stocks designed to outperform the S&P 500 with minimal tracking error. Stock selection will be by quantitative methods. The basic approach will be to assume a factor model and use the Arbitrage Pricing Theory to find the mean-variance frontier for active weights. Other quantitative methods – for example, pairs trading – may be explored to improve portfolio selection. Alternative volatility and correlation estimation methods will be examined. The effects of model misspecification, estimation error, and parameter instability will be analyzed by evaluating performance out of sample. Initial analysis will be done industry by industry. Each student will be responsible for analyzing the returns of the stocks in one industry. When these analyses are complete, other tasks will be assigned as the team builds a portfolio and develops risk analysis methods. Students will present their results to the class via oral and written reports. Repeatable for Credit.

MGMT 664 - LEADING OPERATIONAL CHANGE
Short Title: LEADING OPERATIONAL CHANGE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 665 - GLOBAL SUPPLY CHAIN MANAGEMENT
Short Title: GLOBAL SUPPLY CHAIN MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 666 - LEARNING OPERATIONAL CHANGE
Short Title: LEARNING OPERATIONAL CHANGE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 667 - APPLIED CAPITAL MARKETS
Short Title: APPLIED CAPITAL MARKETS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Focuses on essentials of corporate finance for students interested in capital markets, banking and investment banking. It builds on the basic principles of the structure of the banking system, capital market structures and functions, funding and solvency issues, and also looks at current regulatory, political and agency issues. The emphasis is on an overview of how the banking and investment banking businesses function, empirical evidence / industry speakers, and case studies and requires an understanding of the basic principles of capital markets and finance. Repeatable for Credit.

MGMT 668 - INTERNATIONAL TRADE
Short Title: INTERNATIONAL TRADE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program.
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. Repeatable for Credit.

MGMT 669 - BUSINESS STRATEGY IN THE ENERGY INDUSTRY
Short Title: BUS STRATEGY IN THE ENERGY IND
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course is designed to examine business in the energy industry from a strategic standpoint, and provide students with a basic understanding of major business issues in the energy industry, including historical and current events. Emphasis will be on oil and gas, but may also touch on other energy subset such as utilities. Repeatable for Credit.

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 MBA or PMBA programs.
Course Level: Graduate
Description: Examination of strategic planning approaches and methods for managing 21st Century organizations. Emphasizes design and implementation of planning systems that are highly responsive to the dynamic, competitive, stakeholder-influenced planning contexts facing modern organizations. Examples of excellent planning performed by a variety of actual companies and industries are analyzed. Repeatable for Credit.
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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Studies current methods of crisis communications with practical application utilizing numerous recent real-world case studies. Class will research and prepare strategies, make recommendations, then dissect and analyze each crisis situation, the processes, policies and results. This process will enhance strategic thinking, allow the consideration of pros and cons of alternative courses of action and provide a better understanding of the management decision making process. Class time will be interactive with individual and small group participation. Repeatable for Credit.

MGMT 672 - INTRODUCTION TO SUPPLY CHAIN MANAGEMENT
Short Title: INTRO TO SUPPLY CHAIN MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 673 - COST ANALYSIS IN HEALTHCARE
Short Title: COST ANALYSIS IN HEALTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Prerequisite(s): MGMT 502 or MGMP 502 or MGMW 502
Description: Repeatable for Credit.

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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

MGMT 675 - CORPORATE REAL ESTATE
Short Title: CORPORATE REAL ESTATE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 676 - SOCIAL ENTERPRISE
Short Title: SOCIAL ENTERPRISE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: What might constitute social responsibility in a market setting? If social responsibility connotes a connection between a person and a social problem say between you and a poor person in Bangladesh or Houston how might it be exercised in a market transaction of buying or selling? Is there a role of private enterprise or of private consumption for alleviating some of the social problems (e.g., health, education, pollution, poverty, etc.) that we observe and experience in communities across the world? Social Enterprise explores these and related questions in the context of business.

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

MGMT 679 - COST AND QUALITY IN HEALTH CARE
Short Title: COST & QUALITY IN HEALTH CARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Sequence of offerings that provides further analysis of the business of health care in the U.S. Topics include issues of cost and quality, health care financial management, and national and international solutions to the challenge of providing health care to a population. This class is designed to stand-alone, yet build upon MGMT 678. Required elective for MD/MBA dual degree students. Repeatable for Credit.
MGMT 680 - CUSTOMER ANALYTICS FOR SATISFACTION AND LOYALTY  
**Short Title:** CUSTOMER ANALYTICS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs.

**Course Level:** Graduate  
**Description:** Introduction to major concepts in the analysis of customer satisfaction and loyalty, with emphasis on managerial applications. Also examines related consumption and post-purchase phenomena related to customer satisfaction and loyalty. Open only to second-year MBA students.

MGMT 681 - MARKETING COMMUNICATIONS  
**Short Title:** MARKETING COMMUNICATIONS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.

**Course Level:** Graduate  
**Description:** Marketing Communications is the Promotion “P” of the traditional 4 Ps of the Marketing Mix (Product, Price, Place, Promotion) as taught in marketing courses. In Services Marketing courses, they sometimes add three additional Ps (People, Processes and Physical Evidence) to the Marketing Mix (becoming 7 Ps) due to the intangible characteristics of services that add to the marketing challenges. In this course, we will focus on the concept of Integrated Marketing Communications. We will consider the unique situations of various organizations and the implications for the Integrated Marketing Communications (IMC) program. And we will discuss the IMC processes, media and tools and their roles in contributing to the success of the program. The tools available include Advertising, Direct Marketing, Interactive/Internet Marketing, Sales Promotion, PR/publicity, and Personal Selling. We will look at the various tools/media available and the strengths and weaknesses of each when applied to a given organization and its situation. Some organizations leverage all of these tools in their IMC programs while some will emphasize as few as one or two. That is because each organization's situation (internally and environmentally) is unique.

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.

**Course Level:** Graduate  
**Description:** Study of the paradigm that success of a product lies not only in its acceptance by the end consumer but also in how it is priced and how it reaches the intended consumer, with emphasis on understanding and analyzing the issues, problems, and opportunities characteristic of the channel relationship and of the various faces of pricing. Repeatable for Credit.

MGMT 683 - GLOBAL BUSINESS TO BUSINESS MARKETING  
**Short Title:** GLOBAL B2B MARKETING  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.

**Course Level:** Graduate  
**Description:** Repeatable for Credit.

MGMT 684 - BRAND STRATEGY  
**Short Title:** BRAND STRATEGY  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture/Laboratory  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.

**Course Level:** Graduate  
**Description:** The Brand Management short course addresses important branding decisions faced by an organization. The focus of the course is on understanding how consumers, develop brand attitudes and behaviors and on developing a framework for planning and evaluating brand strategies.

MGMT 685 - GO-TO-MARKET STRATEGY  
**Short Title:** GO-TO-MARKET STRATEGY  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.

**Course Level:** Graduate  
**Description:** An effective “Go-to-Market” strategy is a critical component of commercial success and building customer preference. This course is designed to build capability in the design and management of route-to-market channels. Students will gain understanding of the importance of customer-focused channel design, how to build channel power (and use it responsibly), and create a performance-driven channel culture.

MGMT 686 - MARKETING RESEARCH  
**Short Title:** MARKETING RESEARCH  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.

**Course Level:** Graduate  
**Description:** The objective of the course is to provide a comprehensive look at the marketing research process and the associated data collection techniques that can be used to collect information to better manage the marketing mix. Qualitative, survey-based, and experimental research designs will be discussed.
MGMT 687 - APPLIED MARKETING STRATEGY  
**Short Title:** APPLIED MARKETING STRATEGY  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.  
**Course Level:** Graduate  
**Description:** The course lays out a framework for marketing strategy and guides students through each step in the development process. While business challenges are inevitable, developing and following a well-structured marketing strategy, as laid out in this course, will help avoid many of the pitfalls that can lead businesses into trouble. Case studies, together with examples from the professor’s lengthy business career, will be used to illustrate the principles and identify pathways out of trouble should it occur. Repeatable for Credit.

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

MGMT 689 - DECISION MODELS  
**Short Title:** DECISION MODELS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 3  
**Restrictions:** Enrollment limited to students in the EMBA, MBA or PMBA programs. 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.

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 MBA or PMBA programs. Enrollment is limited to Graduate 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. Repeatable for Credit.

MGMT 691 - BREAKTHROUGH NEGOTIATIONS IN A HEALTH CARE CONTEXT  
**Short Title:** BREAKTHROUGH NEGOTIATIONS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the EMBA, MBA or PMBA programs.  
**Course Level:** Graduate  
**Description:** This course is tailored for an audience interested in healthcare. We will talk about how the characteristics of the healthcare industry impinge on negotiations, and the exercises and simulations conducted are based in a healthcare context. Repeatable for Credit.
MGMT 692 - CUSTOMER RELATIONSHIP MANAGEMENT
Short Title: CUSTOMER RELATIONSHIP MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: Increasingly, firms want to enhance profitability by using strategies and tactics that fall under the broad domain of customer relationship management (CRM). In this course, students take a marketer’s perspective when assessing the strategic and operational impacts of CRM in a variety of industry/customer settings. Because CRM requires crossfunctional coordination, successful implementation often expands the role and impact of the marketing organization within the firm. Thus, students also will learn how customercentricity, as an organizational mindset, changes expectations chief marketing officers, as well as other senior marketing managers, as they attempt engage others in CRM strategy development and execution. Three perspectives serve as a foundation for learning about CRM in this course: (1) CRM as a strategy that prioritizes the allocation of organizational resources toward serving customers profitably, (2) CRM as an organizational capability to gather and use customer intelligence to create value for both customers and the firm and 3) CRM as a technology-enabled process that supports customer-centric goals and tactics. Thus, students will gain an appreciation for the critical roles that information management and technology play in supporting CRM strategies but content of the course will focus on strategic and operational issues related to CRM success. Repeatable for Credit.

MGMT 693 - NEW PRODUCTS
Short Title: NEW PRODUCTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Exploration of the critical role of new products within the corporation and in small businesses, focusing on consumer products. Discusses the critical steps in new product development from ideal generation to business analysis and cross-functional team management to product launch into the marketplace. Students will work in groups to develop their own new products and to prepare the key elements of a new product introduction. Repeatable for Credit.

MGMT 694 - INTERPERSONAL COMMUNICATION IN HEALTHCARE
Short Title: INTERPERSL COMM IN HEALTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: How to listen well, converse productively, use body language, and communicate across different cultures — all these fundamentals are covered and customized to healthcare settings. The course integrates lecture, discussion, and in-class exercises every week, providing many opportunities to apply lessons and practice skills. Students often break into small teams to simulate typical healthcare interactions and receive feedback on what they are doing well and what can be improved. Repeatable for Credit.

MGMT 695 - STOCK ANALYSIS
Short Title: STOCK ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course brings together some of the topics from Accounting, Finance, Economics and Strategy to better make investment decisions in your personal or corporate portfolio, as an investment management professional or helping you analyze how equity markets view different management decisions. The course will consist of hands-on stock analysis and will touch upon various aspects of improving your odds in making good investment decisions through both quantitative and qualitative fundamental analysis. We will touch on analyzing a company’s franchise, assessing the quality of the management, formulating your own investment thesis, and will use various valuation methods to assess the attractiveness of different stocks. We will also review how different political/regulatory, economic, and or sector-specific macro factors may affect your investment decision. The course will make use of current and historical events including touching upon the aspects of how the emerging markets secular growth impacts different stocks. Various other topics may include how the following affect stock valuation and prices: cash flow, leverage, mergers & acquisitions, spinoffs, corporate governance issues, currency and country exposures, new share offerings, restructuring, and competitive pressures. Repeatable for Credit.
MGMT 696 - SECURITIES VALUATION
Short Title: SECURITIES VALUATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This new course will focus on valuing income streams from different types of securities. Below is a quick list of topics which build from very simple to increasingly complex variations on the theme. (1) Review present value calculation under conditions of perfect certainty with respect to all inputs. Review broad application to many types of income streams. (2) Successively begin to relax assumptions: treasuries, agencies, corporates, and to be topical, sovereign debt. (3) Brief detour into the world of credit default swaps somewhere along the line. (4) Equity security valuation. (5) Blended securities, implied options. (6) Asset backed securities Repeatable for Credit.

MGMT 697 - STRATEGIC PROCESS MANAGEMENT IN HEALTHCARE
Short Title: STRATEGIC MGMT HEALTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate

MGMT 698 - APPLIED BUSINESS PROCESS OPTIMIZATION
Short Title: BUSINESS PROCESS OPTIMIZATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This quantitative class will tie concepts presented in core classes and available data to resolve real business issues. We will use various constrained optimization and simulation techniques to shed light on common operations issues such as the efficient frontier, production mix, optimal scheduling, supply chain and marketing channel coordination, revenue management and even waiting in lines.

MGMT 699 - STRATEGIC CONSIDERATIONS IN CAPITAL INVESTMENT: HEALTH CARE AND BEYOND
Short Title: STRAT CONS IN CAP INV:HLTHCARE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 700 - INDEPENDENT STUDY
Short Title: INDEPENDENT STUDY
Department: Management
Grade Mode: Standard Letter
Course Type: Independent Study
Credit Hours: 0.25-4
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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 - MANAGEMENT CONSULTING
Short Title: MANAGEMENT CONSULTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course will introduce students to the basics of management consulting, with a focus on what it means to be a successful management consultant. The course will include instruction on managing client relations and projects, determining and controlling the scope of engagements, working effectively in, and leading client teams, and integrating strategic/analytic, organizational/process, and behavioral/anthropological disciplines into lasting impact for clients. Class work will include case studies, role-play, and interaction with real clients.

MGMT 702 - JONES EDGE INTERNATIONAL STUDY
Short Title: JONES EDGE INTERNATIONAL STUDY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: 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.
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.
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 or PMBA programs. Enrollment is limited to Graduate 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 - CORPORATE TALENT ACQUISITION AND MANAGEMENT
Short Title: CORP TALENT ACQ & MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The course takes students through contrasting models of talent identification and sourcing. An emphasis is placed on talent attraction methodologies and theories among Fortune 500 companies, consulting and banking firms and entrepreneurial ventures. Talent sourcing utilizing on line and social networking is explored. Differences between management training programs and experienced hiring recruiting are discussed with global development programs within companies such as ExxonMobil and GE explored and contrasted. Finally, analytics measuring successful sourcing, attraction and retention strategies are reviewed. Repeatable for Credit.

MGMT 707 - MARKETING ANALYTICS FOR MANAGERS AND CONSULTANTS
Short Title: MARKETING ANALYTICS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 708 - PRICING STRATEGIES: OIL & GAS INDUSTRY
Short Title: PRICING STRATEGIES-OIL&GAS IND
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate 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. Class sessions will emphasize experimental learning and will include a combination of case studies, real-time business examples and hands-on fieldwork where applicable. Repeatable for Credit.

MGMT 709 - MARKETING IN THE ENERGY INDUSTRY
Short Title: MARKETING IN THE ENERGY IND.
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 level students.
Course Level: Graduate
Description: Over two days, we will engage in an intensive learning experience. You will each get the chance to serve as the interim CEO of a sensor manufacturing company. Under your leadership, your management team will be responsible for strategy, marketing, financing, operations, research, and development. While keeping a company profitable (or even out of bankruptcy) will be a challenge itself, you will face some difficult situations throughout the simulation. These will test some of the skills you’ve learned during MGMT 510 as well as some communication skills necessary for good leadership. Accordingly, I will be assisted by members of the communications faculty during parts of the class.

MGMT 710 - LEADERSHIP ILE
Short Title: LEADERSHIP ILE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Development of analytical and behavioral skills for effective negotiation, including topics such as diagnosing conflict, decision making, adversarial versus cooperative strategies, ethical and cultural factors, and third-party intervention. Required for MBA.
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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

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 EMBA, MBA or PMBA programs. Enrollment is limited to Graduate 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 MBA or PMBA programs.
Course Level: Graduate

Description: The course emphasizes active discussion of short case studies of people making career decisions. The course also includes readings from psychologists who have researched what it is that gives people satisfaction from their work Repeatable for Credit.

MGMT 715 - STATE INNOVATION AND COMPETITIVE ADVANTAGE IN TECHNOLOGY
Short Title: STAT INNOV & COMP ADV IN TECH
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

Description: This course will help students apply the key strategic management frameworks and concepts into the innovation management context in technology industries and help them understand that innovation is an essential and integral part of strategic management. Within this strategic perspective, this course draws upon strategic management, organization theory, product innovation, and technology management for analytical tools to address important challenges faced by managers in technology-based firms. Repeatable for Credit.

MGMT 716 - INNOVATION IN THE DESIGN AND CONSTRUCTION INDUSTRY
Short Title: INNOV. DESIGN & CONST. INDUSTRY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate

Description: Process innovation in the design and construction industries is far too rare. Even with access to powerful tools such as CADD and the Internet, many opportunities for process improvement are overlooked and problems are repeatedly ignored. Within this course, cross-discipline project teams will use contemporary business tools to evaluate long-standing industry practices and develop ideas for process innovation. At the end of the semester, students will present innovation concepts to members of the Project Delivery Innovation Forum, a group of industry leaders that may select student ideas for further research on real projects. Space is limited and registration does not guarantee a space in this course. The final course roster is formulated on the first day class by the individual instructor. Cross-list: ARCH 616.

MGMT 717 - GLOBAL LEADERSHIP
Short Title: INTERNATIONAL BUSINESS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 1-3
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate

MGMT 718 - MARKETING BASED PROJECT ANALYSIS
Short Title: MARKETING BASED PROJ ANALYSIS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate

Description: This course provides an overview of the role of market research in real estate development. Students will learn the steps used to conduct a market study, the role of economic data in evaluating a market, the use of comparable properties in preparing financial projections for a real estate project and the importance of public/private financing options in making a project feasible. This course would be useful to students interested in pursuing a career in real estate development. Students interested in real estate investments may also benefit from this course. While the principals learned in the course are applicable to all real estate development, the examples used in the course will focus on hotel development. Repeatable for Credit.
MGMT 719 - SUPPLY CHAIN MANAGEMENT: AN INTEGRATED APPROACH
Short Title: SUPPLY CHAIN: INTEGRATED APP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Developing sourcing strategies for materials or services that are based on a fact based approach that is driven by business needs. Topics explored include Operations to Commercial Translation, Stakeholder Engagement, Strategic Sourcing, Category Management, e-Commerce, Bid Formulation, Bid Evaluation, Actionable Market Intelligence, Cost Modeling, Total Cost of Ownership, Regulatory Impact, Sustainability, Ethics and communication.

MGMT 720 - STRATEGY AND MANAGING INTERNATIONAL STRATEGIC ALLIANCES
Short Title: STR & MNG INTL STRAT ALLIANCES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course seeks to provide students with the skills, knowledge, and sensitivity required to structure and manage strategic alliances/joint ventures within a global environment. This course will discuss the following topics: motivations for joining strategic alliances/joint ventures, partner selection, structuring strategic alliances/joint ventures to meet firms' strategic objectives, control and management of alliances/joint ventures, evaluation of performance of alliances/joint ventures, and exiting alliances/joint ventures. Case studies will also be used to develop students' capacity to identify issues, to reason carefully through various options and improve students' ability to manage the organizational process by which alliances/joint ventures get formed and executed. We will also read and discuss recent articles from the business press and academic journals.

MGMT 721 - BUSINESS LAW
Short Title: BUSINESS LAW
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. 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 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. Repeatable for Credit.

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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Executing sourcing strategies for materials or services that sustain value, drives performance, encourages innovation and ethical behaviors. Topics explored include Operations to Commercial Translation, Contract Negotiation, Contracting, Performance Management, Risk Assessment, Risk Mitigation, Supplier Relationships, Stakeholder Engagement and Communication.

MGMT 723 - PROFESSIONAL SERVICE FIRMS
Short Title: PROFESSIONAL SERVICE FIRMS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: Professional service firms – consulting, money management, private equity, venture capital, advertising, medical service, and law firms – are confronted with significant challenges as they experience increased competition from boutique firms as well as global and international competitors. Clients are more demanding, and there are significant, strategic and organizational challenges which require different approaches from traditional approaches. One observer noted that this competition has moved from gentlemanly competition to a “blood sport”. Interestingly, the service sector in the US furnishes 68 percent of the GDP and this is growing in emerging economies; for example, the service sector in India contributed 56 percent to the GDP during 2008-09. Additionally, many of these firms’ leaders are overwhelmed by the expectation of a dual role where they are not only managers but also high profile producers. As such, it is important for a course to examine the strategy and leadership challenges these firms face and likewise to expose students to the challenges they will face as professionals in one of these organizations, and ultimately as leaders in such professional service firms. The course will also include visits from managers associated with professional service firms. Repeatable for Credit.
MGMT 724 - SOCIAL ENTREPRENEURSHIP  
**Short Title:** SOCIAL ENTREPRENEURSHIP  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.  
**Course Level:** Graduate  
**Description:** Millennials are no longer satisfied with pursuing a career that allows them just to make money. They are driven as well to make a difference in the lives of others, and live a richer life themselves. This practical course will study social entrepreneurship and its ability to create social change by applying business principles and earned income strategies; it will explore the elements needed to start and grow a social enterprise, using as a real-life example the organization founded and led by the lecturer; and it will allow students to explore areas they feel passionate about and utilize the knowledge gained through their MBA to draft a business plan for a plausible social enterprise. Guest speakers for this course include nationally-renowned major philanthropists, who will share their view of what it takes to be a successful social entrepreneur. Repeatable for Credit.

MGMT 725 - INTELLECTUAL PROPERTY STRATEGY FOR ENTREPRENEURS: LEGAL AND STRATEGIC ASPECTS  
**Short Title:** IP FOR ENTREPRENEURS  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.  
**Course Level:** Graduate  
**Description:** This course examines: theory and logic of alliances in value creation, alliance evolution in various industries, the spectrum of alliance types from a low level of interdependence to a high. The course is discussion-based, focusing on reading material, case studies and problem sets. Repeatable for Credit.

MGMT 726 - FIXED INCOME PRACTICUM I - RICE FI FUND  
**Short Title:** FIXED INCOME PRACTICUM I  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.  
**Course Level:** Graduate  
**Prerequisite(s):** MGMT 648 and MGMT 645  
**Corequisite:** MGMT 651  
**Description:** In this course, students will gain hands-on experience in the challenges and excitement of managing a simulated Fixed Income portfolio (U.S. Treasuries, corporate bonds and mortgages). FIP Sim 'student-managers' will actively learn and utilize the resources of the El Paso Finance Center to set up, research, and manage/trade their simulated portfolios. Each portfolio will consist of securities selected by the 'student manager' from an index in conformance with pre-established investment guidelines - analogous to the real investment management world. Monthly portfolio performance will be calculated and benchmarked against the index. Classroom time will be used for a combination of lectures, speakers, interactive Finance Center activities, and professor/student consultation sessions on investment strategy. This course work will leverage off of material learned in MGMT 651, and to receive credit, you must simultaneously take MGMT 651. Instructor Permission Required. Repeatable for Credit.

MGMT 728 - REAL ESTATE DEVELOPMENT  
**Short Title:** REAL ESTATE DEVELOPMENT  
**Department:** Management  
**Grade Mode:** Standard Letter  
**Course Type:** Lecture  
**Credit Hours:** 1.5  
**Restrictions:** Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.  
**Course Level:** Graduate  
**Description:** The Real Estate Development course follows the development process from an entrepreneurial and "deal making" point-of-view. Course topics include market analysis, site selection, project budgeting/financial analysis, land acquisition, marketing and leasing, joint ventures, financing, design and construction management, and dispositions.
MGMT 729 - MANAGEMENT OF TECHNOLOGY AND INNOVATION
Short Title: MGMT OF TECH AND INNOVATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Companies that successfully select, adopt, and exploit IT will sooner or later open up large competitive gaps that are difficult to close. Business leaders, executives, strategists, innovators and line managers are the principal determinants of a company's success with IT. But, as we shall see in this course, they don't need to become technologists in order to get involved; they just need to master a set of concepts, frameworks, and models about IT's impact. There are no technical prerequisites for this course. (You will complete an online course that will give you a sufficient introduction to the technology.) In the classroom, our focus will be on cases in which business leaders have tried to use IT to create enhance organizational development and support competitive strategy. Some succeeded and others failed. From our analysis of their experiences and ideas and principles I will present, we will develop some general guidelines for businesses seeking to exploit IT. Because we have only a short time to consider a number of complex matters, I will concentrate on industries in which IT has great potential to promote outcomes that are of interest to general managers.

MGMT 730 - LEGAL ASPECTS OF ENTREPRENEURSHIP
Short Title: LEGAL ASPECTS OF ENT.
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course focuses on the legal dimensions of entrepreneurship and is designed to help students develop the managerial capability to work effectively with legal counsel to solve complex problems and to protect and leverage firm resources. Like information technology, the legal dimensions of business should not be treated as an after-thought or add-on to the business strategy development process. Corporate leaders with an understanding of American law have a unique capacity to protect and enhance shareholder wealth. Conversely, managers who lack the ability to integrate law into the development of strategy can place the firm at a competitive disadvantage and imperil its economic viability. The overarching purpose of Legal Aspects of Entrepreneurship is to prepare students to meet the legal and regulatory challenges and opportunities they can expect to encounter as entrepreneurs, venture capitalists, and managers of private and public businesses. The course provides a conceptual framework for understanding both the societal context within which businesses are organized and operate, as well as the various legal tools available to managers engaged in evaluating and pursuing opportunities. Legal Aspects of Entrepreneurship will offer strategies and tactics for working with counsel to use the law as a positive force to increase realizable value while managing the attendant risks and keeping the legal costs under control. The objective is not to teach business students how to think like lawyers, but rather to teach students how to become more legally astute so they can handle with confidence the legal aspects of entrepreneurship and management. This includes developing legal literacy and learning what to look for when selecting an attorney and knowing when to call one. Repeatable for Credit.

MGMT 731 - REPUTATION AND CRISIS 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 MBA program. Enrollment is limited to Graduate 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 - ANTITRUST FOR BUSINESS MANAGERS
Short Title: ANTITRUST - BUSINESS MANAGERS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.
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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): (MGMW 570 or MGMP 570 or MGMT 570) and (MGMW 571 or MGMP 571 or MGMT 571)
Description: This course focuses on examining various strategies that companies can adopt to achieve sustainable and profitable growth. The course will use a variety of real-life cases of companies and supplement them with relevant readings, lectures, or other exercises, as necessary.

MGMT 734 - TECHNOLOGY ENTREPRENEURSHIP
Short Title: TECH ENTREPRENEURSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: The goal of this course is to provide the student with exposure to early stage technology entrepreneurship. Evaluation of opportunities, business model, capitalization, and early operations are covered. The focus is on the parts of entrepreneurship that are unique to dealing with the commercialization of research discoveries. A significant amount of time will be spent on university to business transitions and in thinking about how to take research discoveries and create a business. Repeatable for Credit.

MGMT 735 - MARKETING LAB
Short Title: MARKETING LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): (MGMT 580 or MGMP 580 or MGMW 580) and MGMT 684
Description: Provides students with an opportunity to build their marketing and management skills by applying their coursework to a hands-on, real-world project. Students who maximize their experiential/applied learning experiences in the program generally help maximize their career opportunities and "hit the ground running" in their new positions after graduation. Instructor Permission Required.

MGMT 736 - STRATEGIC AND MORAL LEADERSHIP
Short Title: STRATEGIC & MORAL LEADERSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: This elective course examines strategies of effective leaders, with emphasis on the roles of strategy and ethics in leadership effectiveness. The course emphasizes group discussion of cases, examples, and readings. Repeatable for Credit.

MGMT 737 - INVESTOR RELATIONS
Short Title: INVESTOR RELATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Students learn theory and practice of investor relations, with emphasis on the role of investor relations/financial communications. Subjects covered include: history of the stock market, formation of the SEC, evolution of SEC regulations, dynamics of the equity markets, flow of investor information, planning and implementing an investor relations program, fitting investor relations into a corporation's communications program. Students will be mentored by local investor relations practitioners who will serve as real world guides for course assignments. Students will learn specifics about filing with the SEC, the creation of annual reports, road shows, stockholder meetings, preparing financials, and more. Investor relations managers, analysts, and CEOs will serve as guest lecturers to talk about their challenges in today's workplace.

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

MGMT 739 - CAPITAL FORMATION IN THE ENERGY INDUSTRY
Short Title: CAPITAL FORMATION IN ENERGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: A capstone course for second year MBAs. Students form a private startup exploration and production company that grows to become a mid-cap ($10 billion) and then suffers a severe contraction. Students will learn the various forms of capital available depending on the size of the company and state of the capital market and commodity markets.

MGMT 740 - MURPHREE VENTURES INTERNSHIP
Short Title: MURPHREE VENTURES INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Research
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Repeatable for Credit.
MGMT 741 - MANAGING GROWTH
Short Title: MANAGING GROWTH
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate students.
Description: Companies are either thought of as small start-ups or large, mature businesses. The small start-up is considered to be the domain of the entrepreneur, where by force of personality, spark of creativity, or bold opportunism, a business is formed ex nihilo. On the other extreme, the large business is considered to be the domain of the manager, where by force of scale and scope, imposition of process, and careful analysis, an empire is sustained and expanded. In summary, the focus of the course will be how to create wealth by buying a small business, putting systems and processes in place to create a foundation for future growth, driving growth both internally and externally, and, finally, selling the business. Students will learn to apply those skills to small businesses with growth potential.

MGMT 742 - INTERNATIONAL PRIVATE EQUITY REAL ESTATE
Short Title: INTL PRIVATE EQTY REAL ESTATE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate students.
Description: - Repeatable for Credit.

MGMT 743 - MANAGING INNOVATION IN ENERGY TECHNOLOGIES
Short Title: INNOVATION IN ENERGY TECH
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate students.
Description: Innovation is critical to the survival of the energy industry, both for traditional carbon-based energy and for renewable and “green” energy. Management of innovation requires a special set of skills beyond those of typical management. We will discuss the issues faced by energy managers in addressing innovation, and look at cases where these issues played a central role.

MGMT 744 - SERVICES OPERATIONS
Short Title: SERVICES OPERATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate students.
Prerequisite(s): MGMT 574 or MGMW 574 or MGMP 574
Description: This course aims to provide students with a theoretical and practical understanding of current challenges faced by service organizations. It explores both highly quantitative and qualitative tools and meddles for the effective design, management, improvement and marketing of service operations.

MGMT 745 - INTERNATIONAL ENERGY DEVELOPMENT
Short Title: INTL ENERGY DEVELOPMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate students.
Description: This course examines how energy companies construct portfolios of international assets. The first half of the course focuses on the lifecycle of international energy projects, from the point at which a company decides it wishes to acquire an international project to the point at which the company divests that interest. These initial classes will discuss the business development processes companies employ to identify, analyze and acquire overseas assets; the typical commercial structures and contracts used to acquire rights and obligations in different types of energy projects; how companies build and manage relationships with host governments, including cultural difference, negotiation and corruption; issues related to joint ventures and joint operations with other companies; threats to international project cash flow such as renegotiation, expropriation and force majeure; and how companies structure exits and divestments from international energy projects. The last half of the course examines in detail a few specific projects that Professor Gaille has been involved in – including oil and gas exploration in Africa and a 2 billion cubic feet per day natural gas pipeline project in the Middle East. The course concludes with students being divided into teams or “companies” and then engaging in a dynamic bid round and petroleum exploration exercise, whereby students compete with one another to acquire acreage and then create (or destroy) net present value.

MGMT 746 - REAL PROPERTY
Short Title: REAL PROPERTY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate students.
Description: Survey course providing a short but intensive overview of real estate and the real estate industry.
MGMT 747 - REGULATION OF BUSINESS AND FINANCIAL MARKETS
Short Title: REGULATION OF BUS&FIN MARKETS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course examines the broad subject of government regulation of business and financial markets and is designed to help the student develop what the authors of the text term “legal astuteness.” That is, the ability to exercise informed judgment based on context-specific knowledge of the law and the regulatory environment. To achieve this, we will apply the methodology of neoclassical economic analysis to understand the role and function of government and governmental decision-making; explore the intersection between economics and the law; and learn to spot legal issues before they become grounds for termination, lawsuits, or criminal indictments. Emphasis is placed on high impact regulatory programs, such as antitrust, security regulation, civil rights, and environmental laws. Repeatable for Credit.

MGMT 748 - INTERNATIONAL BUSINESS BRIEFING - AFRICA
Short Title: INTL BUS BRIEFING - AFRICA
Department: Management
Grade Mode: Standard Letter
Course Type: Internship/Practicum
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course provides a unique opportunity for students to travel to Africa during fall break and 1) apply their business school knowledge, 2) learn about business in developing countries, 3) learn about entrepreneurship 4) learn about social enterprise, and 5) help the poor. Students taking this course will also have a once-in-a-lifetime trip to Africa that tourism can never duplicate. The travel to Africa includes extensive on the ground field work and also includes visits with leaders in business, government, non-profits, and various social enterprises. All students will be on project teams and will participate in the development of business plans for commercializing new technologies in developing countries and preparing a written and oral public presentation to some faculty, students, potential donors and investors, and others. Instructor Permission Required. Repeatable for Credit.

MGMT 749 - TOPICS IN FAMILY BUSINESS MANAGEMENT
Short Title: TOPICS IN FAMILY BUSINESS MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Family businesses present a more complicated decision-making environment due to the overlap of three distinct systems: family, ownership and control. This course is a case-based course that survey's key topic areas for owners and managers of family-owned businesses: overlap of family system with the business, governing the family business, conflicts in family relationships, entering the family business, succession, estate planning, special valuation issues and ownership transfer. All of the above will be covered in case analyses and supplemented with readings in the text (Gersick, et.al.) and related articles. Repeatable for Credit.

MGMT 750 - STRATEGIC CONSIDERATIONS IN HEALTH INFORMATICS
Short Title: HEALTH INFORMATICS
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

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

MGMT 752 - OPERATIONS LAB: ENERGY
Short Title: OPERATIONS LAB: ENERGY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA program. Enrollment is limited to Graduate level students.
Course Level: Graduate

MGMT 753 - OPERATIONS LAB: HEALTH CARE
Short Title: OPERATIONS LAB: HEALTH CARE
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
MGMT 754 - REAL ESTATE: ULI LAB
Short Title: REAL ESTATE: ULI LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

MGMT 755 - HOSPITAL MANAGEMENT - THE BUILDING BLOCKS
Short Title: HOSPITAL MGMT BUILDING BLOCKS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 756 - MANAGEMENT OF HEALTHCARE ORGANIZATIONS
Short Title: MGMT OF HEALTHCARE ORGS.
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 757 - REAL ESTATE LAB: DEVELOP, DESIGN AND CONSTRUCTION
Short Title: RE LAB: DEVELOP DESIGN CONSTR.
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the EMBA, MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Cross-list: ARCH 691. Repeatable for Credit.

MGMT 758 - ECONOMIC FORECASTING
Short Title: ECONOMIC FORECASTING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Covers forecasting techniques and time series analysis.

MGMT 759 - DIGITAL BUSINESS EXCELLENCE
Short Title: DIGITAL BUSINESS EXCELLENCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Organizational dysfunctions remain the norm despite decades of management attention. Year after year, management gurus take passionate positions that are mutually exclusive, contrast “IT doesn’t matter” with “IT savvy is critical.” Clever executives see opportunity amid this controversy. This course steps directly into the controversy. It is designed to equip future business leaders with knowledge needed to position their firms among the 30% that do succeed. This is a business class that will focus on the use of information technology to achieve business goals. While specific technologies are discussed, as are hot technology trends, the objective is always to clarify the underlying business principles that business and IT executives require for success. Repeatable for Credit.

MGMT 760 - E-LAB: VENTURE CAPITAL
Short Title: E-LAB: VENTURE CAPITAL
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 761 - E-LAB: ENTERPRISE ACQUISITION
Short Title: E-LAB: ENTERPRISE ACQUISITION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 762 - E-LAB: NEW ENTERPRISE
Short Title: E-LAB: NEW ENTERPRISE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.
MGMT 763 - E-LAB: TECHNOLOGY
Short Title: E-LAB: TECHNOLOGY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Laboratory
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 764 - ENTREPRENEURSHIP LAB: ENERGY
Short Title: ENERGY E-LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Laboratory
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 765 - IGNITE ENTREPRENEURSHIP
Short Title: IGNITE ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 766 - E-LAB: HEALTH CARE
Short Title: E-LAB: HEALTH CARE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 0.75-3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate

MGMT 767 - QUANTITATIVE FINANCE LAB
Short Title: QUANTITATIVE FINANCE LAB
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture/Laboratory
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMT 642 and MGMT 648
Description: Class focuses on fixed income, securitization, pricing and hedging of derivatives, banking regulation, and reserve requirements pre- and post-crisis. We consider issues of risk from perspectives across the capital structure, rigorously considering financial risk management and capital markets. The format of the class combines theory, case study and quantitative applications. Repeatable for Credit.

MGMT 768 - LEGAL ISSUES IN MERGERS & ACQUISITIONS
Short Title: LEGAL ISSUES IN M&A
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course will examine the deal from a legal perspective. The course will focus on what executives need to know to deal effectively with key legal issues in a transactional context and in general takeover defense. We will discuss contractual and strategic issues in structuring, negotiating, and protecting a deal. We will study deals between strategic partners as well as deals involving non-strategic investors such as private equity) and will address discrete issues arising in each scenario. We will also explore the role of the board of directors in negotiated and hostile transactions and in addressing issues of shareholder activism. In that regard, we will discuss the underlying tension between the duties and authority of the board pursuant to state corporate law, on one hand, and the individual interests of shareholders, on the other.

MGMT 769 - WASTE MANAGEMENT INTERNSHIP
Short Title: WASTE MANAGEMENT INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Waste Management (WM) has established a formal internship program with the Jones Graduate School of Management (JGSM) at Rice University in order to give students more exposure to the emerging field of sustainable solutions. Students will gain valuable experience in the launch of new enterprises within WM and associated deal analysis. Instructor Permission Required. Repeatable for Credit.

MGMT 770 - CONSULTATIVE SELLING
Short Title: CONSULTATIVE SELLING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course introduces students to the communications skills and behaviors required for success in the field of consultative selling, including effective questioning, active listening, client learning style and personality assessment, creating and delivering persuasive presentations, and proposal writing.
MGMT 771 - DIGITAL MARKETING
Short Title: DIGITAL MARKETING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA programs. Enrollment is limited to Graduate 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. Repeatable for Credit.

MGMT 772 - RICE ALLIANCE INTERNSHIP
Short Title: RICE ALLIANCE INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 773 - SURGE INTERNSHIP
Short Title: SURGE INTERNSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Internship/Practicum
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 774 - LEADERSHIP COACHING
Short Title: LEADERSHIP COACHING
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The best leaders understand the importance of developing the next generation - ensuring they have prepared successors and effective teams. This course will examine models and frameworks for coaching and development and is intended for those interested in practicing coaching as a manager or peer. Department Permission Required.

MGMT 775 - SUPPLY CHAIN ILE
Short Title: SUPPLY CHAIN ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA program.
Course Level: Graduate
Description: The Supply Chain for most companies is a very vital ingredient in their success, maybe even survival. Whether you are a company such as Apple, where your core competency is the design/styling of products, or your company designs, manufactures and distributes all of your products, the supply chain has to perform at a high level. In the face of increasing customer expectations and global competitions, companies have to become more efficient in controlling the flow of materials throughout the supply chain. This ILE is designed to provide an introduction to the major components important in the Supply Chain. Topics discussed will include: Strategies for the Supply Chain, Procurement & Global Financial Decisions Processes such as Sales and Operations Planning (S&OP), Negotiation, Supplier Selection Systems for Manufacturing Planning & Control, & MRP/ERP Management of Suppliers using Performance Assessments, Developing Capabilities Decisions affecting Inventory, and Logistics Jobs in the Supply Chain. Corporate Social Responsibility in the Supply Chain. The course will be a combination of lectures and some thought-provoking activities and discussions of current events from the Supply Chain. The participants will be part of the class, and participants are encouraged to bring in relevant examples from their previous work experience to share. Repeatable for Credit.

MGMT 776 - INTRODUCTION TO REAL ESTATE INDUSTRY
Short Title: INTRO TO REAL ESTATE INDUSTRY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
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 MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.
MGMT 778 - CUSTOMER DRIVEN STRATEGY: METRICS AND IMPLEMENTATION  
Short Title: CUSTOMER DRIVEN STRAT: METRICS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 3  
Restrictions: Enrollment limited to students in the MBA or PMBA programs.  
Course Level: Graduate  
Description: Repeatable for Credit.

MGMT 779 - BUSINESS AND URBAN ANALYTICS  
Short Title: BUSINESS & URBAN ANALYTICS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture/Laboratory  
Credit Hours: 3  
Course Level: Graduate  
Description: The project based class offers the unique opportunity for students from distinct fields of business and engineering to solve a real world data driven problem in a collaborative way. The data and the problem statement will come from the Rice University’s Administrative Center for Sustainability and Energy Management (ACSEM) at the start of the semester. Instructor Permission Required. Cross-list: ENGI 779.

MGMT 781 - TEAM DYNAMICS I  
Short Title: TEAM DYNAMICS I  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Lecture  
Credit Hours: 0.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Course Level: Graduate  
Description: During the Executive MBA program the students work in teams frequently to complete group assignments. This course provides them with concepts and methods to promote the learning of team members as well as the successful completion of assignments. Many of these concepts and methods can be used in work with team in other contexts.

MGMT 782 - TEAM DYNAMICS II  
Short Title: TEAM DYNAMICS II  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Laboratory  
Credit Hours: 0.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Course Level: Graduate

MGMT 783 - 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 EMBA program.  
Course Level: Graduate  
Description: This course examines the investment decisions faced by corporate managers. It begins by developing a general framework for corporate valuation, and then uses this framework to review and expand on the capital budgeting issues introduced in the core finance course. The course will review the foundations of option valuation, and then apply those tools to value real investments. It will also cover new material on estimating the cost of capital, including the effects of leverage and taxes. The course format is a mixture of theory, empirical evidence, and practical application.

MGMT 786 - INTERNATIONAL BUSINESS BRIEFING - CHINA  
Short Title: JONES EDGE - ASIA  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Seminar  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: An overseas course trip involving intensive meetings with company and commercial bank executives, directors in consulting and investment banking firms, executives in public sector and health care enterprises, and government officials and academics. The objective is to enhance students’ appreciation of the opportunities and obstacles to doing business in different parts of the world and to heighten their interest in engaging in global ventures. Department Permission Required. Repeatable for Credit.

MGMT 789 - GLOBAL FIELD EXPERIENCE  
Short Title: GLOBAL FIELD EXPERIENCE  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Seminar  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Course Level: Graduate  
Description: Repeatable for Credit.

MGMT 790 - LEADERSHIP DEVELOPMENT  
Short Title: LEADERSHIP DEVELOPMENT  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Laboratory  
Credit Hours: 0.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Enrollment is limited to Graduate level students.  
Course Level: Graduate
MGMT 792 - INVESTMENTS / PORTFOLIO MANAGEMENT  
Short Title: INVESTMENTS / PORTFOLIO MGMT  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Course Level: Graduate  
Description: This course examines the determinants and behavior of asset prices and provides a framework for portfolio management. We rely on both financial theory and analytical tools. Topics covered will include asset pricing models, market efficiency, asset allocation, portfolio management, and performance evaluation. The course is designed to provide a conceptual understanding of investment returns and portfolio management processes coupled with a strong quantitative focus that develops analytical tools and spreadsheet modeling techniques.

MGMT 796 - LEADERSHIP DEVELOPMENT II  
Short Title: LEADERSHIP DEVELOPMENT II  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Seminar  
Credit Hours: 0.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Course Level: Graduate  
Description: This 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 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 level students.  
Course Level: Graduate  
Description: 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 level students.  
Course Level: Graduate  
Description: This course introduces 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. Repeatable for Credit.

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 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 806 - EXECUTIVE 2ND YEAR CAPSTONE
Short Title: EXEC 2ND YEAR CAPSTONE
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: The second-year capstone is an applied management course in the program's core curriculum, where student teams learn how to work through an end-to-end strategic assessment and planning effort on a current real-life strategic challenge faced by a Houston-based, socially-oriented community organization. It provides students the opportunity to apply their multi-functional (strategy, finance, marketing, organizational behavior, etc.) knowledge from the program and their own professional experience, as well as provides background on management of non-profit organizations. Repeatable for Credit.

MGMT 807 - LEADERSHIP
Short Title: LEADERSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: This course covers key elements of sound leadership theory and practice in various organizational settings. Emphasis is on readings concerning leadership skill development and cases concerning effective versus ineffective leadership practices. Applications range from team settings to business units to executive suites. Course emphasizes strategic, moral, and organizational dimensions of leadership.

MGMT 809 - 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 EMBA program.
Course Level: Graduate
Description: The purpose of this course is to help students become better decision makers, motivators, and leaders. Topics include perception, attribution, decision making, motivation, influence, leadership, culture, and innovation. Special attention is paid to the importance of managing based on evidence (evidence-based management).

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

MGMT 815 - BARGAINING
Short Title: BARGAINING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Course Level: Graduate
Description: Repeatable for Credit.

MGMT 817 - DECISION STRATEGIES
Short Title: DECISION STRATEGIES
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: Decision analysis is the discipline that helps people choose wisely under conditions of uncertainty. Decision analysis provides the only logical, consistent way to incorporate judgments about risks and uncertainties into an analysis.

MGMT 820 - COMPLEXITIES OF PEOPLE AND ORGANIZATIONS
Short Title: COMPLEXITIES OF PEOPLE & ORGS
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: A seminar focused on contemporary issues in organizational behavior.

MGMT 821 - OPTIMIZING THE WORKFORCE OF THE FUTURE
Short Title: OPTIMIZING THE WORKFORCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: Students consider optimal ways to plan for, encourage, and manage diversity in organizations. We explore the data and analyze the business case for diversity and evaluate strategies to recruit and retain diverse talent. This active-learning course relies on the latest empirical research and provides practical skills for managing tomorrow's workforce.
MGMT 830 - STRATEGIC IT
Short Title: STRATEGIC IT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: Today, businesses spend several trillion dollars annually on information technology (IT). To gain the greatest benefit from this investment, managers need to understand the interaction of this technology with ways of working. Our focus will be on cases in which business leaders have tried to use IT to enhance organizational development and support competitive strategy. From our analysis of their experiences, we will develop some management guidelines for businesses seeking to exploit IT.

MGMT 833 - TECHNOLOGY, KNOWLEDGE AND BUSINESS
Short Title: TECH, KNOWLEDGE & BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: Within companies, technology supports new ways to coordinate undertakings and share best practices across organizational boundaries. In this course, we will first consider the development of knowledge management and how it relates to improved performance. We will then consider how the pervasive use of digital technology is changing ideas about privacy, security, authority, social relations and knowledge itself.

MGMT 834 - 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 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 within the primary financial decision governed by Corporate Financial policies (Capital Structure, Financial Risk Management, Liquidity, Funding/Financing, and Payout Policy).

MGMT 840 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC ENVIR OF BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate
Description: Examination of the global economic environment that serves as a backdrop for business decision making, with emphasis on the key macroeconomic policy goals and tools and how they affect exchange rates, interest rates, business cycles, and long-term economic growth.

MGMT 843 - CORPORATE FINANCIAL MANAGEMENT
Short Title: CORPORATE FINANCIAL MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the EMBA program. Enrollment is limited to Graduate 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 level students.
Course Level: Graduate
Description: This course addresses moral obligations of firms and managers. The focus is on preparing for moral leadership and professionalism. Emphasis is on readings concerning best business practices and cases concerning effective versus ineffective handling of ethical analysis and moral issues. Topics include relationship of business ethics and laws, corporate social responsibility, sustainability, and human rights.
MGMT 865 - GLOBALIZATION OF BUSINESS
Short Title: GLOBALIZATION OF BUSINESS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Description: This course examines the increasing importance of trade and foreign direct investment and the global political-economy to U.S. business. We first study the historical roots of globalization and move forward to consider the impact on business of the global trade rules promulgated by the World Trade Organization. We also consider U.S. policies towards trade and foreign direct investment.

MGMT 866 - PUBLIC POLICY MANAGEMENT AND ADVOCACY
Short Title: PUBLIC POLICY MGMT & ADVOCACY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program.
Description: This course demonstrates how organizations, especially corporations, set up processes for identifying and managing public policy issues. Then, to help achieve their public policy objectives, it discusses how corporations use best practices in engaging with stakeholders—governments, media, communities and non-profit NGOs. The course covers both good and bad practices in communications with these stakeholders, including in crisis situations. Finally, it illustrates how corporations can use social responsibility activities to enhance their reputation and help achieve success in the public policy arena.

MGMT 870 - COMPETITIVE STRATEGY
Short Title: STRATEGY THEORY & ACTION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Description: Systematic examination of models and techniques used to analyze a competitive situation within an industry from a strategic perspective. Examines the role 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.

MGMT 872 - STRATEGY THEORY AND ACTION II
Short Title: STRATEGY THEORY & ACTION II
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.

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.
Description: Introduction to the design and improvement of operations, including manufacturing technologies, quality management and control, and organizational issues in operations. Understand, manage, and improve process/operations. Lean management and six sigma concepts.

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.
Description: Introduction to the key concepts and perspectives underlying the function of marketing in a business enterprise. Emphasis is placed on strategic marketing issues and the formulation of marketing strategies. Includes value proposition; customer & market analysis; segmentation & targeting; product strategy; branding; pricing strategy; marketing channels; marketing communication and selling. Lectures and extensive analysis of marketing management case studies.

MGMT 881 - CONSULTATIVE SELLING
Short Title: CONSULTATIVE SELLING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program.
Description: This course introduces students to the knowledge, skills, and behaviors required for success in the field of consultative selling. Topics include effective questioning, active listening, client learning style and personality assessment, principles of influence, effective sales call planning and execution, and delivering persuasive presentations.
MGMT 884 - BRAND MANAGEMENT  
Short Title: BRAND MANAGEMENT  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.
Description: Application of various dimensions of marketing strategy and management to the role of the product manager responsible for all marketing activities of a given product.

MGMT 885 - MARKETING CHANNELS  
Short Title: MARKETING CHANNELS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 2
Course Level: Graduate  
Description: The skills learned in this course are applicable in almost all aspects of business and should be helpful in future courses. The course is divided into two parts. In the first part, we discuss the use of decision trees for structuring decision problems under uncertainty. In the second part of the course, we discuss Monte Carlo simulation, a technique for simulating complex, uncertain systems. Throughout the course, we will use Microsoft Excel as a modeling environment, using add-in programs as necessary. Familiarity with Excel is an important prerequisite for this course.

MGMT 886 - DECISION MODELS  
Short Title: DECISION MODELS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 2
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate  
Description: Successful management requires the ability to recognize a decision situation, understand its essential features, and make a choice. However, many of these situations - particularly those involving uncertainty and/or complex interactions - may be too difficult to grasp intuitively, and the stakes may be too high to learn by experience. This course introduces spreadsheet modeling, simulation, decision analysis and optimization to represent and analyze such complex problems. The skills learned in this course are applicable in almost all aspects of business and should be helpful in future courses. The course is divided into two parts. In the first part, we discuss the use of decision trees for structuring decision problems under uncertainty. In the second part of the course, we discuss Monte Carlo simulation, a technique for simulating complex, uncertain systems. Throughout the course, we will use Microsoft Excel as a modeling environment, using add-in programs as necessary. Familiarity with Excel is an important prerequisite for this course.

MGMT 892 - CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY  
Short Title: CUSTOMER REL MGMT STRATEGY  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5
Course Level: Graduate  
Description: Repeatable for Credit.

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.
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 896 - LEADERSHIP COMMUNICATION I  
Short Title: LEADERSHIP COMMUNICATION I  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate  
Description: This course is an introduction to corporate communication strategy, internal corporate communications, and interpersonal communications including listening and feedback. A separate, optional track allows students to practice and develop public speaking and writing skills.

MGMT 897 - LEADERSHIP COMMUNICATIONS II  
Short Title: LEADERSHIP COMMUNICATIONS II  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Lecture  
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Course Level: Graduate  
Description: This course focuses on advanced communication topics including crisis communications, intercultural communications, and mastering difficult conversations. A separate, optional track allows students to continue practicing and developing public speaking and writing skills.

MGMT 901 - FINANCIAL STATEMENT ANALYSIS  
Short Title: FINANCIAL STATEMENT ANALYSIS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Description: Examines the role of financial statements in the evaluation of a firm's financial condition and the prediction of its future prospects. Covers the strategic, financial, and accounting analysis of a firm's profitability and riskiness by means of financial statement data, and introduces the fundamentals of financial statement forecasting and building pro-forma financial statements.
MGMT 902 - FINANCIAL STATEMENT ANALYSIS II  
Short Title: FINANCIAL STATEMENT ANALYSIS II  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Description: Repeatable for Credit.

MGMT 903 - TAXES AND MULTINATIONAL BUSINESS STRATEGY  
Short Title: TAXES/MULTINATIONAL BUS STRAT  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Students in the EMBA program may not enroll.  
Description: Repeatable for Credit.

MGMT 904 - STRATEGIC COST ACCOUNTING  
Short Title: STRATEGIC COST ACCOUNTING  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.

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.

MGMT 908 - NEGOTIATION AND CONFLICT RESOLUTION II  
Short Title: NEGOTIATIONS II  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.

MGMT 909 - NEGOTIATION AND CONFLICT RESOLUTION  
Short Title: NEGOTIATION & CONFLICT RES  
Department: Management  
Grade Mode: Satisfactory/Unsatisfactory  
Course Type: Lecture  
Credit Hours: 0  
Restrictions: Enrollment limited to students in the EMBA program.  
Description: Development of analytical and behavioral skills for resolving conflict and negotiating successfully in a business context. Topics include analysis of your negotiation counterpart, adversarial versus cooperative bargaining, influence tactics, and ethics.

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.  
Description: Repeatable for Credit.

MGMT 922 - GLOBAL SUPPLY CHAIN MANAGEMENT  
Short Title: GLOBAL SUPPLY CHAIN MGMT  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 2  
Restrictions: Enrollment limited to students in the EMBA program.  
Description: Repeatable for Credit.

MGMT 926 - VENTURE CAPITAL  
Short Title: VENTURE CAPITAL  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Description: The course is an overview of the venture capital industry; the formation, organization and operation of a venture capital fund; monitoring the portfolio companies and mentoring their management teams; valuation methodology and term sheets; legal issues; problems that a VC faces; exiting a portfolio company; failure and how to deal with it. The class has guest speakers from the industry and utilizes several relevant cases to give students situational experience. The entire course is based on real-world situations.

MGMT 927 - THE NEW ENTERPRISE  
Short Title: THE NEW ENTERPRISE  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Restrictions: Enrollment limited to students in the EMBA program.  
Enrollment is limited to Graduate level students.  
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 928 - ENTERPRISE EXCHANGE  
Short Title: ENTERPRISE EXCHANGE  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 2  
Restrictions: Enrollment limited to students in the EMBA program.  
Description: The needs approach to buying and selling businesses; enterprise valuation; deal and contract structuring; mergers and acquisitions; leveraged buyouts; consolidating fragmented industries.

MGMT 930 - FINANCIAL MARKETS  
Short Title: FINANCIAL MARKETS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Lecture  
Credit Hours: 1.5  
Description: Repeatable for Credit.
similar to the U.S. Bankruptcy Code? Should you expect international insolvency laws to be
strategies for a 363 auction? What can credit default swaps reveal about
can you bid if your counterparty defaults on a derivatives contract? Why would
defend against voidable preference litigation? What rights do you have
When does a corporate spinoff risk a fraudulent transfer? How can you
rough versus fool’s gold? How can you monetize bankruptcy claims?
To TXU to LyondellBasell to American Airlines, you will learn the complex
frameworks that are essential for every manager’s toolbox. From Enron
to a bankrupt competitor to lower prices? How do you value a business with
disrupt an entire supply chain? How can a plan of reorganization enable
around troubled business units? How can one company’s distress
isa major challenge they face in innovation management: How to
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 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 level students.

MGMT 970 - OPERATIONS STRATEGY
Short Title: OPERATIONS STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Description: Examination of strategic planning approaches and methods for managing 21st Century organizations. Emphasizes design and implementation of planning systems that are highly responsive to the dynamic, competitive, stakeholder-influenced planning contexts facing modern organizations.

MGMT 973 - OPERATIONS LEADERSHIP
Short Title: OPERATIONS LEADERSHIP
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Description: This course is designed to be interactive, thought provoking and/or validate current methods of operating or managing within the supply chain. This course will explore the many working aspects and functions in plant and multi-plant system operations. Discussions and course content will delve into executive and managerial roles in maintaining efficient and effective plant and system wide operations. The course will also discuss the importance of establishing a system of early warning signs that identify and use critical success measures to be proactive towards emergent problems. Selected readings and exercises coupled with group presentations and discussions will examine functions in operations with a focus on manufacturing in the areas of: Strategy, Leadership, Execution, Operations Maintenance/Process Support systems for control, and General Discussions – Lessons Learned.

MGMT 985 - GLOBAL LEADERSHIP
Short Title: GLOBAL LEADERSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the EMBA program.
Description: Leadership challenges, skills and strategies in the global context. Cross-cultural differences in characteristics of followership, values, information-processing styles, interpersonal relationships, group dynamics and many other areas. Implications of these differences for employee attitudes and behavior, and for leadership effectiveness in the workplace. Scientifically-proven course material and dynamic, interactive teaching style.

MGMT 995 - BUSINESS ANALYTICS FOR EXECUTIVES
Short Title: BUSINESS ANALYTICS FOR EXECYS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to Graduate level students.

Management Integrated Course Offering (MICO)

MICO 601 - CRITICAL THINKING AND STRATEGIC DECISION MAKING
Short Title: CRITICAL THINKING & DECISION
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 6
Course Level: Graduate

MICO 602 - CUSTOMER FOCUS PRODUCT MANAGEMENT FOR OILFIELD SERVICES FIRMS
Short Title: CUSTOMER FOCUS PRODUCT MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Seminar
Credit Hours: 1.5
Course Level: Graduate
Description: Understanding customer needs, and developing products that successfully meet those needs is a cornerstone of success for oilfield services firms. Products in such firms may range from nuts and bolts to multi#million dollar rigs. How should firms ensure that their products, processes, people, and pricing strategies are aligned to customer needs? The course will introduce a strategic framework that can enable firms to become customer focused, gain competitive advantage, become financially disciplined, and develop strategic focus. Case studies and articles from business press will be used to illustrate the key concepts. Department Permission Required.
MICO 603 - STRATEGIC DESIGN AND MANAGEMENT OF LOGISTICS DISTRIBUTION NETWORKS FOR THE ENERGY INDUSTRY  
Short Title: STRATEGY DGN & MGMT: LOGISTICS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Seminar  
Credit Hours: 1.5  
Course Level: Graduate  
Description: This course provides the necessary quantitative modeling techniques for managers to address logistics problems – that is, finding the least expensive way to transport products from their origin to their destinations. Real logistic problems are often coupled with manufacturing/plant location decisions. We will study both Linear and NonLinear modeling techniques. Many of these problems have a natural graphical network representation and are part of the minimum cost network flow model. Specific examples of network optimization problems include plant location problems, transportation problems, shortest route problems, maximal flow problems, equipment replacement problems and others. We will develop the basic concepts behind those methodologies with simple examples and then use them to solve complex problems in the oil and gas industry. We will use Excel and other appropriate software. Department Permission Required.

MICO 604 - MINDFULNESS AND PERFORMANCE IN HIGH RELIABILITY ORGANIZATIONS  
Short Title: MINDFULNESS AND PERFORMANCE  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Seminar  
Credit Hours: 1.5  
Restrictions: Enrollment is limited to Graduate level students.  
Course Level: Graduate  
Description: While organizations frequently discuss the importance of safety, safety incidents are both commonplace and costly across a number of industries. This course is designed to equip you with tools and insights that will help you and your organization prevent costly, safety-related errors and achieve higher and more reliable performance. Department Permission Required.

MICO 605 - MANAGING FOREIGN MARKET ENTRY FOR THE ENERGY INDUSTRY  
Short Title: MANAGING FOREIGN MARKET ENTRY  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Seminar  
Credit Hours: 1.5  
Restrictions: Enrollment is limited to Graduate level students.  
Course Level: Graduate

MICO 606 - POST-MERGER INTEGRATION PROCESS FOR THE ENERGY INDUSTRY  
Short Title: POSTMERGER INTEGRATION PROCESS  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Seminar  
Credit Hours: 1.5  
Course Level: Graduate

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 MACC program. 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: ACCTNG & 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 travel to Washington, DC for 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 - FINANCIAL FUTURES AND OPTIONS
Short Title: FINANCIAL FUTURES & OPTIONS
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: 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.

MACC 505 - ECONOMIC ENVIRONMENT OF BUSINESS
Short Title: ECONOMIC ENVIRONMT OF BUSINESS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
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: 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.

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 is limited to Graduate level students.
Course Level: Graduate
Description: Topics include: accounting for dilutive securities and stock-based compensation; recognition and de-recognition of investments, leases, deferred taxes, and pension and other postretirement obligations; advanced topics on inter-corporate investment accounting. Codification research will be integrated throughout the course. Comparison of U.S. GAAP and IFRS.

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).

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: preparation of consolidated statements, partnership accounting and reporting, accounting for bankruptcy and reorganization, segment disclosures, and interim reporting, and the role of the SEC in financial reporting for publically traded companies.

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 MACC program. 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 530 - INTRODUCTION TO MANAGERIAL ACCOUNTING
Short Title: INTRO TO MGMT ACCOUNTING
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.5
Restrictions: Enrollment limited to students in the MACC program. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Course introduces the vocabulary and mechanics of cost accounting. Basic managerial accounting topics will be covered, including cost-volume analysis, cost behavior, relevant costs, and the use of cost information for decision making.

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 concepts; standards and variances; relevance and decision making; role of cost allocations; different costs for different purposes; product costing systems; and managing customers.
MACC 541 - ACCOUNTING CONTROL SYSTEMS
Short Title: ACCOUNTING CONTROL SYSTEMS
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: 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 561 - ACCOUNTING INFORMATION SYSTEMS
Short Title: ACCOUNTING INFORMATION SYSTEMS
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: A study of automated systems of processing data for accounting information. The accounting system is discussed from the perspective of developing and maintaining systems capable of producing information for internal decision-making and external reporting. Hands-on experience may include general ledger, ERP, flowcharting software and other relevant computer technology.

MACC 562 - ACCOUNTING AND DATA ANALYTICS
Short Title: ACCOUNTING & DATA ANALYTICS
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 capstone 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 571 - FEDERAL TAXATION I
Short Title: FEDERAL TAXATION I
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: 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 - FEDERAL TAXATION II
Short Title: FEDERAL TAXATION II
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
Prerequisite(s): MACC 571
Description: Building on the subject matter covered in MACC 571, this course provides further knowledge of the federal tax structure and fundamental skills for decision-making regarding tax compliance and tax planning.

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 MACC program. 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. 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: Credit cannot be earned for MACC 591 and BUSI 491/MGMT 591.
MACC 599 - INDEPENDENT STUDY  
Short Title: INDEPENDENT STUDY  
Department: Management  
Grade Mode: Standard Letter  
Course Type: Independent Study  
Credit Hours: 1-3  
Restrictions: 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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Short Title</th>
<th>Department</th>
<th>Grade Mode</th>
<th>Course Type</th>
<th>Credit Hours</th>
<th>Restrictions</th>
<th>Course Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMP 500</td>
<td>MBA-P IMMERSION</td>
<td>MBA-P IMMERSION</td>
<td>Management</td>
<td>Satisfactory/Unsatisfactory</td>
<td>Intensive Learning Experience</td>
<td>1.5</td>
<td>Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>The Rice MBA Program Immersion 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 Immersion students will be better prepared academically, professionally, administratively, and culturally to reap the full benefits of the MBA experience. The Rice MBA Program Immersion is a mandatory activity for all incoming students.</td>
</tr>
<tr>
<td>MGMP 501</td>
<td>FINANCIAL ACCOUNTING</td>
<td>FINANCIAL ACCOUNTING</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>3</td>
<td>Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>Introduction to the preparation, analysis, and use of corporate financial reports. Covers the basic techniques of financial reporting analysis from the perspective of managers as well as external users of information such as investors. Required for MBA.</td>
</tr>
<tr>
<td>MGMP 502</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>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. Required for MBA.</td>
</tr>
<tr>
<td>MGMP 510</td>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>Emphasizes understanding what constitutes effective organizational designs, considers both the macro designing initiatives and the micro execution of those initiatives. Required for MBA.</td>
</tr>
<tr>
<td>MGMP 511</td>
<td>ORGANIZATIONAL CHANGE</td>
<td>ORGANIZATIONAL CHANGE</td>
<td>Management</td>
<td>Satisfactory/Unsatisfactory</td>
<td>Intensive Learning Experience</td>
<td>0.75</td>
<td>Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>We study production and pricing decisions under different assumptions about firm market power. Emphasis is placed on understanding the relevant costs in firm decision-making. Examples are used from marketing and accounting areas. Required for MBA.</td>
</tr>
<tr>
<td>MGMP 540</td>
<td>MANAGERIAL ECONOMICS</td>
<td>MANAGERIAL ECONOMICS</td>
<td>Management</td>
<td>Standard Letter</td>
<td>Lecture</td>
<td>1.5</td>
<td>Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.</td>
<td>Graduate</td>
<td>Introduction to the theory and practice of corporate finance, with emphasis on topics such as valuation, capital budgeting, risk and return, and capital structure. Required for MBA.</td>
</tr>
</tbody>
</table>
MGMP 560 - CORPORATE RESPONSIBILITY
Short Title: CORPORATE RESPONSIBILITY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: An exploration of the ethical and legal basis of managerial decision making and the social dimension of the business firm. Required for MBA. Repeatable for Credit.

MGMP 570 - COMPETITIVE STRATEGY
Short Title: COMPETITIVE STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA 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 MBA or PMBA programs.
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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the principles of production management and process improvement. Required for MBA.

MGMP 578 - MARKETING
Short Title: MARKETING
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA 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. Primarily case-based with capstone simulation exercise, providing a foundation for advanced course work in marketing. Required for MBA.

MGMP 594 - STRATEGIC BUSINESS COMMUNICATION
Short Title: STRATEGIC BUSINESS COMMUNICATION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the strategy and practice of business presentations. Includes frequent oral presentations (both individual and team) and feedback.

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

MGMP 596 - STRATEGIC BUSINESS COMMUNICATIONS II
Short Title: STRATEGIC BUSINESS COMMUNICATIONS II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the strategy and practice of management communication. Assignments are based on core courses integrated across the curriculum. Includes individual communication skills assessment and development and team-based oral and written communication instruction. Required for MBA.
MGMP 597 - INTEGRATIVE COMPETITIVE EXERCISE ILE
Short Title: ILE
Department: Management
Grade Mode: Graduate
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course is designed with two major objectives in mind. First, to thoroughly understand, and be able to competently apply, those statistical methods typically used in the analysis of business data. Secondly, is to affect how you think about problems. If data can help you resolve a business problem, this course should enable you to: structure the problem in a way that facilitates its analysis; specify the data that needs to be analyzed; decide on the statistical technique(s) most appropriate for analyzing the data; apply the technique correctly; and, insightfully interpret the results in terms of their implications for the original problem.

MGMP 600 - EDUCATION LEADERSHIP INDEPENDENT STUDY
Short Title: EDUCATION LEADERSHIP IND STUDY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Independent Study
Credit Hours: 1.5
Course Level: Graduate
Description: Repeatable for Credit.

MGMP 601 - USING FINANCIAL STATEMENTS TO EVALUATE FIRM PERFORMANCE
Short Title: USING FINANCIAL STATEMENTS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. 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.

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 MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Prerequisite(s): MGMP 601 (may be taken concurrently)
Description: This course covers two major topics: 1) Forecasting financial statements based on a complete historical analysis of the firm; 2) Deriving firm value under a variety of approaches including DCF and residual income valuation (RIV). The prerequisite MGMP 601 may be taken concurrently with MGMP 602.

MGMP 603 - FEDERAL TAXATION
Short Title: FEDERAL TAXATION
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Taxes affect most business decisions in the industrialized world. This course provides the body of tax knowledge that corporate executives and professionals need as a part of basic business decision making. The course is designed for those with no formal tax background and for those whose tax work is dated or has not included a focus on business entities. The course emphasizes corporate tax matters and questions to consider in choosing a business entity. Class members should be tax literate at the end of the course.

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

MGMP 627 - ENTERPRISE EXCHANGE
Short Title: ENTERPRISE EXCHANGE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMP 645 - INVESTMENTS / PORTFOLIO MANAGEMENT
Short Title: INVESTMENTS / PORTFOLIO MGMT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Review of classic investment theory, with emphasis on measuring & managing investment risk & return. Includes the development of modern portfolio theory & asset pricing models, an introduction to option & futures contracts, market efficiency, & stock evaluation. Repeatable for Credit.
MGMP 651 - FIXED INCOME MANAGEMENT
Short Title: FIXED INCOME MANAGEMENT
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Course Level: Graduate
Description: The course provides an in-depth analysis of the concepts that are most often encountered in the market for fixed income securities. The goals of the course are twofold: (i) to illustrate the fundamental concepts that are commonly used for analyzing fixed income instruments; (ii) to investigate how the fundamental concepts are related to the institutional structures that are most often encountered in practice. The course will focus on topics that are most likely to have practical relevance for students once they graduate. The goals are accomplished via a combination of case studies, lectures, problem sets (to be handed in). Some of the topics that will be covered include term structure of interest rate, duration-based analysis, inverse floater, corporate bond markets, mortgage-backed securities. Repeatable for Credit.

MGMP 659 - REAL ESTATE FINANCE
Short Title: REAL ESTATE FINANCE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This course has two major objectives: First, this course provides an overview of topics related to real estate finance. Specifically, this course provides a detailed description of the Discounted Cash Flow (DCF) model applied to real estate. The DCF model is the main financial decision tool used in the real estate industry and we use it extensively in this course. In addition, this course also describes the connection between financial markets and real estate. A large part of this course is devoted to the study of public traded securities that have their cash flows tied to real property cash flows, such as commercial mortgage-backed securities and REITs. Second, this course is the first elective related to real estate in a series available to Rice MBA students, and hence it briefly overviews basic concepts commonly used in the Real Estate Industry. Repeatable for Credit.

MGMP 684 - BRAND STRATEGY
Short Title: BRAND STRATEGY
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Brand Management is an elective class that addresses important branding decisions faced by an organization. Its basic objectives are: 1) to provide students with a complete understanding of the consumer and of how consumers develop brand attitudes and behaviors; 2) to increase understanding of the important issues in planning and evaluating brand strategies; and 3) to provide a forum for students to apply branding strategies in a variety of domains. Particular emphasis is placed in the course on understanding psychological principles at the consumer or customer level that will improve managerial decision-making with respect to brands. One aim of the course is to make these concepts relevant for any type of organization (public or private, large or small, etc).

MGMP 689 - DECISION MODELS
Short Title: DECISION MODELS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. 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 700 - REEP SUMMER INSTITUTE: EDUCATION ENTREPRENEURSHIP
Short Title: EDUCATION ENTREPRENEURSHIP
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
MGMP 701 - COMMUNICATION I ILE
Short Title: COMMUNICATION I ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Internal and Interpersonal Communications Students discuss and practice effective ways to communicate both to groups within and organization and one-on-one. Content includes analyzing pitfalls of hierarchical communication; listening skills; productive vs. unproductive feedback; etc. Repeatable for Credit.

MGMP 703 - CORPORATE RESPONSIBILITY II
Short Title: CORPORATE RESPONSIBILITY II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: This ILE expands on the topics of the first ILE with three learning objectives in mind: 1. Heightened moral imagination defined as the ability to recognize ethical dilemmas / moral problems in business situations. 2. Increased skill at analyzing those dilemmas / problems in terms of economic outcomes, legal requirement, and moral duties through use of ethical decision-making frameworks. 3. Increased skill at ethical leadership as an executive / manager in presenting your moral point of view to others in order to best develop and maintain an ethical climate / culture in all our organizations, communities, and societies. Repeatable for Credit.

MGMP 704 - COMMUNICATION II ILE
Short Title: COMMUNICATION II ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Crisis Communications Students discuss and practice the methodology of managing crisis in business settings. Both proactive and reactive actions are reviewed; historic examples of both good and bad communication in a crisis are studied. Guest lecturer will discuss crisis communications. Repeatable for Credit.

MGMP 707 - COMMUNICATIONS ILE
Short Title: COMMUNICATIONS ILE
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Intercultural Communications Students focus on understanding how to conduct business in cultures different from their own. Content includes cultural and emotional intelligence; cross-cultural exercises; and ways to approach and learn about foreign culture and its related business practices.

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 MBA or PMBA 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 MBA or PMBA 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 798 - FIRST YEAR CAPSTONE
Short Title: FIRST YEAR CAPSTONE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
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 - MBA-P PROGRAM CAPSTONE
Short Title: MBA-P PROGRAM CAPSTONE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The MBA-P Capstone course gives students the opportunity to apply their 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. However, this course will provide a unique twist to challenge the students - the real-world problem will be faced by a non-corporate, Houston-based, community organization. Students will work with senior executives at these organizations over the course of the semester to develop actionable solutions to strategic challenges facing these organizations.

MBA for Professionals-Weekend (MGMW)
MGMW 500 - MBAP-W IMMERSION
Short Title: MBAP-W IMMERSION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Seminar
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate

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 MBA or PMBA programs. 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 MBA or PMBA programs. 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 MBA or PMBA programs. 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: Standard Letter
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. 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. Repeatable for Credit.
MGMW 540 - MANAGERIAL ECONOMICS
Short Title: MANAGERIAL ECONOMICS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Managerial economics deals with the application of microeconomic analysis to managerial decision-making. It is therefore a very broad subject and serves as the foundation for making decisions in finance, accounting, marketing, and management/strategy.

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 MBA or PMBA programs. 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 MBA or PMBA programs. 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 540 - CORPORATE RESPONSIBILITY
Short Title: CORPORATE RESPONSIBILITY
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. 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. Repeatable for Credit.

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 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 MBA or PMBA programs. 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 MBA or PMBA programs.
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
Short Title: OPERATIONS
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: This course facilitates the development of ideas, concepts, analytic methods and skills needed to manage the effective integration of technology, people, and operations. The aim is to (a) familiarize you with problems and issues confronting operations managers, and (b) provide you with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations. The course will consider both the development and manufacture of products as well as the creation and delivery of services.

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 MBA or PMBA programs. 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 learn 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
Short Title: STRAT BUSINESS COMMUNICATION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture/Laboratory
Credit Hours: 0.75
Restrictions: Students in the MBA or PMBA programs may not enroll. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: Introduction to the strategy and practice of business presentations. Includes frequent oral presentations (both individual and team) and feedback.

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 MBA or PMBA programs. 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 COMMUNICATIONS II
Short Title: STRATEGIC BUSINESS COMM II
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs. Enrollment is limited to Graduate level students.
Course Level: Graduate
Description: The goal of the course is to ensure that students possess the communications knowledge and skills to perform effectively in a variety of roles in your organizations. By the end of the Rice MBA for Professionals program, students should be able to: Communicate on the basis of sound strategic thinking; Create and deliver both individual and team presentations confidently and persuasively; Write strategic, effective emails; Use PowerPoint® effectively as a tool to support content; Participate constructively in team activities; Provide meaningful peer feedback.
MGMW 597 - ICE ILE
Short Title: ICE ILE
Department: Management
Grade Mode: Standard Letter
Course Type: Intensive Learning Experience
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMW 700 - 2ND YEAR IMMERSION
Short Title: 2ND YEAR IMMERSION
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Intensive Learning Experience
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: Repeatable for Credit.

MGMW 701 - COMMUNICATIONS
Short Title: COMMUNICATIONS
Department: Management
Grade Mode: Satisfactory/Unsatisfactory
Course Type: Lecture
Credit Hours: 0.75
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
Course Level: Graduate
Description: In this course students will explore current topics in business communications. The course applies theory and research in business communications to everyday business communication practice. Individual sessions focus on the following issues: Internal Corporate Communications and Web 2.0; Crisis Communications; Cross-Cultural Communications; Interpersonal Communications in Business. Students will be expected to conduct research, analyze case studies, and present their findings. The course strives to teach knowledge and skills immediately applicable to solving business communication problems in the 21st century workplace. Repeatable for Credit.

MGMW 706 - LEADERSHIP
Short Title: LEADERSHIP
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 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 MBA or PMBA programs. 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 - FIRST YEAR CAPSTONE
Short Title: FIRST YEAR CAPSTONE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 1.5
Restrictions: Enrollment limited to students in the MBA or PMBA programs.
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 - PROGRAM CAPSTONE
Short Title: PROGRAM CAPSTONE
Department: Management
Grade Mode: Standard Letter
Course Type: Lecture
Credit Hours: 3
Restrictions: Enrollment is limited to Graduate level students.

Description: The MBA-P Capstone 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. However, this course provides a unique twist to further challenge the students – the real-world problem is based on a Houston-based, socialoriented community organization. Students will work with senior executives at these organizations and the course instructors through the semester to develop thorough and actionable solutions to the strategic challenges facing these organizations. For instance, cases include growth strategies, turnaround strategies, business plans for major programs, alliance/partnership strategies, and entrepreneurial start-ups. Capstone organizations come from many different parts of the community, including education/childhood development, healthcare, social services, and environment/conservation, as well as come in many different sizes.

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 Management: MGMT
- Course offerings/subject code for Management Integrated Course Offering: MICO
- 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

Department Description and Code
- Business: BUSI
- Management: MGMT

Undergraduate Minor Description and Code
- Minor in Business: BUSI

Graduate Degree Descriptions and Codes
- Master of Accounting degree: MAcc
- Master of Business Administration degree: MBA
- Doctor of Philosophy degree: PhD

Graduate Degree Program Descriptions and Codes
- Degree Program in Accounting: ACCO
- Degree Program in Business: MGMT

Graduate Major Concentration Descriptions and Codes
- Major Concentration in Accounting: BACT (MBA degree, full-time program)
- Major Concentration in Finance: BFIN (MBA degree, full-time program)
- Major Concentration in Health Care: BHCR (MBA degree, full-time program)
- Major Concentration in Marketing: BMKT (MBA degree, full-time program)
- Major Concentration in Operations Management: BOPM (MBA degree, full-time program)
- Major Concentration in Real Estate: BRES (MBA degree, full-time program)
- Major Concentration in Strategic Management: BSTM (MBA degree, full-time program)
- Major Concentration in Economics and Finance: EEFI (attached to the PhD degree)