Naveen Jindal School of Management

The Naveen Jindal School of Management (JSOM) offers a range of degree options and program formats designed to serve the diverse needs of a student population primarily composed of working adults, but also including traditional full-time graduate students and, more recently, residential undergraduate students.

The graduate programs stress the theory and use of applied sciences for successful management and administration of private and public institutions. Courses provide an opportunity to gain integrated and detailed knowledge of the functional areas of management as well as analytical tools for effective appraisal and decision-making. Seminars and research on specific projects are designed to develop creativity and to stimulate the student toward an integrated application of the acquired knowledge.

The Naveen Jindal School of Management's mission is to meet the challenges of a rapidly changing, technology-driven, global society by partnering with the business community to:

• deliver high quality management education to a diverse group of undergraduate and graduate students and practicing executives;
• develop and continuously improve programs advancing management education and practice; and,
• conduct world-class research enhancing cutting-edge management knowledge.

Degrees Offered

• **Master of Business Administration** Master of Business Administration (53 semester credit hours minimum)
• **Master of Science in Accounting** Master of Science in Accounting (36 semester credit hours minimum)
• **Master of Science in Business Analytics** Master of Science in Business Analytics (36 semester credit hours minimum)
• **Master of Science in Energy Management** (36 semester credit hours minimum)
• **Master of Science in Finance** (36 semester credit hours minimum)
• **Master of Science in Healthcare Management - Executive Track** (36 semester credit hours minimum)
• **Master of Science in Healthcare Management - Professional Track** (36 semester credit hours minimum)
• **Master of Science in Information Technology and Management** (36 semester credit hours minimum)
• **Master of Science in Innovation and Entrepreneurship** (36 semester credit hours minimum)
• **Master of Science in International Management Studies** (36 semester credit hours minimum)
• **Master of Science in Management and Administrative Sciences** (36 semester credit hours minimum)
• **Master of Science in Marketing** (36 semester credit hours minimum)
• **Master of Science in Supply Chain Management** (36 semester credit hours minimum)
• **Master of Science in Systems Engineering and Management** (36 semester credit hours minimum)
• **Doctor of Philosophy in International Management Studies** (75 semester credit hours minimum beyond the baccalaureate degree)
• **Doctor of Philosophy in Management Science** (75 semester credit hours minimum beyond the baccalaureate degree)
• **Executive Education Programs**

## Certificates Offered

• **Graduate Certificate in Business Intelligence and Data Mining**
• **Graduate Certificate in Corporate Innovation**
• **Graduate Certificate in Enterprise Systems**
• **Graduate Certificate in Executive and Professional Coaching**
• **Graduate Certificate in Healthcare Information Technology**
• **Graduate Certificate in Lean Six Sigma (Yellow/Green) in Healthcare Quality**
• **Graduate Certificate in New Venture Entrepreneurship**
• **Graduate Certificate in Product Lifecycle and Supply Chain Management**
• **Graduate Certificate in Project Management**
• **Graduate Certificate in Systems Engineering**
• **Graduate Certificate in Systems Management**

## Faculty

**Associate Professors:** Nina Baranchuk, Norris Bruce, Huseyin Cavusoglu, Jianqing Chen, Lawrence Chung, Zhonglan Dai, Xianjun Geng, Umıt G. Gurun, J. Richard Harrison, Surya N. Janakiraman, Robert L. Kieschnick Jr., Nanda Kumar, Seung-Hyun Lee, Lívia Markóczy, Syam Menon, Toyah Miller, Alp Muhtarremoglu, Ramachandran (Ram) Natarajan, Valery Polkovnichenko, Ashutosh Prasad, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, David J. Springate, Kelsey D. Wei, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Yuan Zhang, Feng Zhao, Zhiqiang (Eric) Zheng, Yibin Zhou

**Assistant Professors:** Mehmet Ayvaci, Emily Choi, Rebecca Files, Bernhard Ganglmair, Dorothée Honhon, Elisabeth Honka, Kyle Hyndman, Atanu Lahiri, Sheen Levine, Bin Li, Jun Li, Meng Li, Ningzhong Li, Virginie Lopez-Kidwell, Arzu Ozoguz, Anyan Qi, Alessio Saretto, Harpreet Singh, Gonca P. Soysal, Upender Subramanian, Shaojie Tang, Christian Von-Drathen, Yu Wang, Malcolm Wardlaw, Han (Victor) Xia, Shengqi Ye, Nir Yehuda, Yuanping Ying, Jieying Zhang, Xiaofei Zhao

**Clinical Professors:** John Barden, Britt Berrett, Abhijit Biswas, Pamela Foster Brady, Shawn Carraher, Larry Chasteen, Paul Convery, David Cordell, Tevfik Dalgic, Michael Deegan, Howard Dover, Greg Durham, Forney Fleming III, Randall S. Guttery, Charles Hazzard, Robert Hicks, Marilyn Kaplan, Peter Lewin, John F. McCracken, Dennis McCuistion, Radha Moorkerjee, Joseph Picken, Divakar Rajamani, Daniel Rajaratnam, Kannan Ramanathan, David Ritchey, Arthur Selender, Rajiv Shah, Kelly Slaughter, Kenneth Smith, Habte Woldu, Fang Wu, Laurie L. Ziegler

**Clinical Associate Professors:** Sonia Leach, Carolyn Reichert, Kelly Slaughter, Mark Thouin, John McClain Watson

**Clinical Assistant Professors:** Hans-Joachim Adler, Shawn Alborz, Athena Almirzaei, Moran Bluestein, John Gamino, Ayfer Gurun, Vance Lewis, Liping Ma, Ravi Narayan, Dawn Owens, Anastasia V. Shcherbakova

**Visiting Assistant Professor:** Zhe (James) Zhang

**Visiting Faculty:** Kyle Edgington

**Senior Lecturers:** Arthur M. Agulnek, Semiramis Amirpour, Frank Anderson, Anindita Bardhan, Ronald Blair, Daniel Bochsler, Tiffany A. Bortz, Richard Bowen, Judd Bradbury, Monica E. Brussolo, George DeCourcy, Eugene (Gene) Deluke, Alexander Edsel, Amal El-Ashmawi, Carol Flannery, Mary Beth Goodrich, Maria Hasenhuttl, Julie Haworth, Thomas (Tom) Henderson, Jeffery (Jeff) Hicks, Jennifer G. Johnson, Lynn Carl Jones, Jackie Kimzey, Kristen Lawson, Chris Linsteadt, Michele Lockhart, Victoria D. McCrady, Diane S. McNulty, Nhat Nguyen, Madison Pedigo, Jared Pickens, Matt Polze, James Richards, Mark Salamasick, Avanti P. Sethi, Jeanne Sluder, Margaret Smallwood, Steven Solcher, David Spivey, Janell Straach, James Szot, Luell (Lou) Thompson, Amy L. Troutman, Robert Wright, Kathy Zolton, Hubert Zydorek

**Professor Emeritus:** Dale Osborne

**Director:** Mary Guan

**Objectives**

The Master of Business Administration (MBA) degree provides students with a broad managerial
education drawing from all business disciplines. It is obtained by completing the program course requirements of 53 semester credit hours beyond the prerequisites. UT Dallas offers several distinct approaches to obtaining an MBA. These include:

- the Cohort MBA Program, a full-time program in which students are admitted as a group each fall and take their required classes together in a fixed sequence,
- the Professional MBA Flex Program for students attending school part-time, with classes largely meeting in the evening,
- the Professional MBA Evening Cohort Program in which students are admitted as a group each fall and take their required classes together in a fixed sequence,
- the Professional MBA Online with all core and elective courses available online,
- the Executive MBA program in which students must have 8-10 years of experience and are admitted as a classroom cohort each fall,
- the Global Leadership Executive MBA program in which students must have 8-10 years of experience and are admitted as a classroom cohort each fall.

Each of these MBA programs consists of 29 semester credit hours of required core courses and 24 semester credit hours of elective coursework, which may include an optional concentration in a selected area of business study. Courses in the Professional MBA Online use audio streaming lectures supported by downloadable presentations, online text-based conferences, bulletin board and email exchanges, and teleconferences.

The **MS in Accounting** (MS ACCT) provides a tailored educational experience that encourages (1) a globally-oriented, interdisciplinary focus, (2) a balanced conceptual and pragmatic approach, (3) development of written and oral communication skills, (4) a refinement of research and analytical skills that result in enhanced decision-making abilities, and (5) a commitment to life-long learning. Within the program, students are offered a choice of 18 graduate accounting electives. Classes are tailored towards typical career paths in areas such as corporate accounting, assurance services, taxation services, and internal audit. The MS Accounting is available as on campus or as an online degree program. Upon completion of the MS in Accounting, students may be eligible to sit for the Uniform CPA Examination, provided they meet the educational requirements.

The **MS in Business Analytics** will explore key issues associated with the analysis of massive volumes of business data. The availability of such data is made possible by innovations in information technology, including the Internet and mobile devices that allow firms to capture facts, figures, statistics and more on a large scale. The phenomenon of "big data", the common term for these massive collections is pervasive and cuts across multiple disciplines, including marketing, operations, and finance, and across diverse industries, such as healthcare, financial services, and retail.

The courses in the program will address the collection, management and analysis of data using information technology tools and sophisticated mathematical models that can provide deep business insights that will help in formulating and implementing business strategies. The objective of the program is to train students to use analytic models and tools to identify opportunities as well as problems within business operations in order to gain a competitive edge in the global economy. The program will ensure that students not only will acquire fundamental knowledge of business analytics.
and its applications but also will obtain hands-on experiences gained through projects in partnership with companies.

The **MS in Energy Management** will train students in the fundamentals of global energy markets and provide them with skills necessary to make managerial decisions faced by diverse energy companies. The curriculum addresses concepts related to economics, finance, business strategy, risk management, public policy, technology and energy supply chain with the objective of identifying challenges and opportunities. The degree program requires students to complete 9 semester credit hours of business core courses, 15 semester credit hours in energy core courses, and 12 semester credit hours of electives that can be tailored to reflect a particular interest in a specific area of the energy industry, such as risk management, logistics and supply chain, finance and contracting and negotiations.

The **MS in Finance** (MS FIN) is designed for students either with or without previous educational background in finance. At least 36 semester credit hours of management coursework beyond prerequisite courses is required, including 18 semester credit hours of basic business core courses and 18 semester credit hours of graduate finance and/or finance-related courses. Most MS Finance students will select the Financial Management option, which provides a generalist approach to the degree while allowing maximum flexibility to design a program tailored to their needs. Students can also choose one of the six concentrations: investment management, financial analysis, financial risk management, energy risk management, management of financial institutions and real estate finance.

The **MS in Healthcare Management** (MS HMGT) prepares students for roles in the leadership and management of the U.S. healthcare industry. The 36 semester credit hour program integrates a thorough grounding in advanced business management theory and practice with an understanding of the structure, operation, and financing of the U.S. healthcare system. There are two separate programs available: the Professional track is for healthcare administrators and those desiring a management career in this field and the Executive track is exclusively for licensed physicians.

The Professional Track classes are offered on a semester-long basis in the evenings, with core business classes also offered online. Admission may be in fall, spring or summer semesters. The Executive Track for physicians is delivered in a different format, consisting of nine 4-day residential classes. A different class is offered every two months and classes may be started at any time and taken in any order. The Executive curriculum is jointly taught by faculty from the UT Dallas Naveen Jindal School of Management and The University of Texas Southwestern Medical Center and adjunct faculty from the healthcare field.

The **MS in Information Technology and Management** (MS ITM) bridges the gap between the pure information technologist and the business professional. By providing a technology intensive program with a business focus, the program prepares graduates to apply information technology to business problems and create efficient and effective solutions. The degree requires a minimum of 36 semester credit hours, consisting of basic business courses, IT foundation courses, IT elective courses, and free electives. The MS ITM is available as on campus or as an online degree program. In addition, students may choose approved electives that maximize their individual educational and professional goals. The program also offers opportunities for students to concentrate in specific tracks such as Enterprise systems, Business Intelligence and Analytics, Healthcare Systems, IT
Consulting and Services Management, and Cybersecurity Management, depending on their interests and goals.

The MS in Innovation and Entrepreneurship (MS IE) prepares students for successful business careers in entrepreneurial new ventures, entrepreneurial finance (venture capital/private equity), or innovation-related roles in mature organizations (product planning, product marketing, product development, etc.). This degree offers two primary program options: the Innovation within the Corporation concentration and the New Venture concentration, which includes the Startup Launch Track as a separate option. The MS IE degree complements baccalaureate or advanced degrees in management, scientific or engineering disciplines, and is valued by employers in technology-related or consumer products industries. The program provides a solid foundation in the management disciplines essential to innovation, with specific focus on the tools, techniques, and skills required to develop and lead product, service and business model innovation.

The MS in International Management Studies (MS IMS) degree program provides relevant knowledge and training in international management, which includes trade across national boundaries, management practices within multinational firms as well as international organizations. The program provides students the opportunity to learn in-depth the fundamentals of (1) functional areas of management, (2) international management practices and strategies, and (3) cultural, sociopolitical, and geographical constraints affecting international business decisions. The program also provides students with opportunity to learn about international business environments through international study trips conducted in various regions of the world. The international study courses are usually offered between semesters and vary in length from two to three weeks and are generally taken as part of an Area Studies course. Many of the courses for this degree can also be taken via distance learning.

The MS in Management and Administrative Sciences (MS MAS) degree provides students the opportunity for specialized education in a specific management discipline built upon a core of business courses. It is obtained by completing the program course requirements of 36 semester credit hours beyond all prerequisites. The program consists of 10 semester credit hours of business core courses, and the remaining semester credit hours as elective courses. Potential concentration areas for students include: accounting, enterprise systems, internal audit, corporate finance, investments, marketing, e-commerce, information systems, operations and supply chain, real estate, innovation and entrepreneurship, organizations, organizational behavior and coaching, strategy, and international topics. The classes for this degree are largely offered in the evenings or online.

The MS in Marketing (MS MKT) program prepares students seeking higher level positions in marketing and/or pursuing a graduate program to further advance their marketing knowledge. The MS in Marketing program offers five specialized tracks: advertising and branding, digital advertising and marketing, marketing analytics, product management, and a general track of marketing management. The program also offers an opportunity to obtain academic certifications in marketing analytics or product management.

The MS in Supply Chain Management (MS SCM) is the management of business activities from product development, sourcing, production and logistics to managing the resources and related capabilities the organization needs in the accomplishment of its strategic objectives. This 36 semester credit hours program explores the key issues associated with the design and management
of industrial supply chains and provide students with advanced knowledge on how to identify, resolve, and manage complex operational problems. The program also introduces students to current supply chain operating practices, analysis methods, technology, applications and strategy developments. Students will acquire not only the crucial knowledge of business management but also analytical decision-making skills (especially for complex systems) along with real-life experiences gained through industry projects with area companies.

The **MS in Systems Engineering and Management** (MS SEM) will focus on (a) educating industry-sponsored corporate employees in the Executive format of the program and (b) regular full-time in the traditional format of the program in the disciplines of Systems Engineering, Systems Management, Entrepreneurship and Intrapreneurship, Product Line Development and Management, and Strategic Business Management. Target industries for the program include: aerospace, defense and space systems, cyber security and information assurance, energy and infrastructure systems, enterprise and data management systems, entrepreneurship and innovation management, global supply chain and operations management, healthcare and biomedical systems, optimization theory and operations research, telecom, IT and multimedia networks and transportation.

The joint Executive MS SEM and MBA degree program at the Naveen Jindal School of Management and the Erik Jonsson School of Engineering and Computer Science provides both deep knowledge in SEM and all areas of management with an enhanced worldwide perspective of business leadership for increasing productivity, efficiency and profitability. This program is suitable for today’s experienced graduate students seasoned by three or more years as workforce professionals who seek a more comprehensive education in technical skills as well as broad-based business-leadership capabilities for the global economy. In the joint program students can earn both degrees with a smaller total of 63 to 65 semester credit hours.

The **MD/MBA program** is a joint effort of the school of medicine at UT Southwestern Medical Center and the Naveen Jindal School of Management. Students usually complete the first three years of the medical curriculum (all basic science courses and third-year clinical rotations) and then take a one-year leave of absence from the medical school to complete the business education. Students then return to the medical school for completion of the medical curriculum in the required fourth-year clinical clerkships and electives. At the end of the five years, the medical degree will be awarded by UT Southwestern and the MBA by UT Dallas.

The Naveen Jindal School of Management also offers **Executive Education** degree programs. Executive Education MBA programs are offered for students with eight to ten years of experience. These include (1) the Executive MBA Program with classes meeting for four days a month (Friday and Saturday every other weekend), (2) the Global Leadership Executive MBA is a hybrid program with both classroom and distance learning with a focus on exploring four geographic regions, entering in new geographic markets and leading and executing in those markets, (3) the Executive MBA with emphasis in Project Management that highlights managing complex projects, (4) the Healthcare Management Executive MBA for physicians interested in learning how to improve the leadership and management of their organizations. Students in Executive Education programs are assessed program related fees beyond those charged to other graduate students to cover the additional costs of unique scheduling, events, and services associated with these programs. Each of these programs requires 53 semester credit hours to graduate.
Leaders in high tech firms often need expertise in both engineering and management. Through a unique combined master’s level degree program, graduate students may earn an MS EE degree from the Jonsson School of Engineering and Computer Science in combination with an MBA, or an MS degree from the Naveen Jindal School of Management. This combined degree program is ideal for students interested in managing new technologies, from conceptualization and development to introduction and production. Students must meet the admission requirements in both schools and have an advisor in both schools. The combination of MS EE and MBA degrees can be earned by completing a minimum of 68 graduate semester credit hours, compared to 86 semester credit hours if completing the two degrees separately. The combination of MS EE and MS degrees can be earned by completing a minimum of 51 semester credit hours beyond prerequisites, compared to 69 semester credit hours if completing the two degrees separately.

The PhD in International Management Studies provides the opportunity to conduct research in the analysis of international business, emphasizing a strong foundation in theory and research in organizations and strategy. International Management Studies focuses on the analysis of organizations, industries and markets as interdependent systems, stressing structural, strategic, environmental, and international considerations and their implications for management. Topics such as corporate strategy, international business, multinational management, organization design and change, technological and industrial development, and managerial decision-making are examined using management theories and empirical methods.

The PhD in Management Science provides the opportunity to conduct research in a functional business area to contribute to the knowledge in that field with respect to its intellectual content or professional practice. The Naveen Jindal School of Management defines Management Science as the use of economics, behavioral science, mathematics, and statistics to conduct rigorous scientific research. It encompasses both theory and empirical analysis. Management Science embraces areas of specialization such as accounting, finance, information systems, marketing and operations management. It has no clear boundaries among the various areas, places emphasis on science, and is not constrained by the culture of individual disciplines. It is the underlying orientation of science and integration that distinguishes Management Science from other philosophies and approaches to the study of management.

Both doctoral programs offer preparation for academic and/or research positions in universities, with organizations such as the World Bank, and in industry, both in the United States and in other countries.

Facilities

The Naveen Jindal School of Management’s 200,000 square foot (approximate) building opened in the fall of 2003. The three wings, arranged around a courtyard, provide classrooms, meeting rooms, office space, and state-of-the-art wireless access to the internet throughout the facility.

Admission Requirements to Master’s Programs

Please visit the University's general admission criteria for the graduate programs. The following factors are considered in arriving at an admission decision:
• A bachelor’s degree from an institution in the United States, or its equivalent, as determined by the Dean of Graduate Studies,
• International applicants must submit a TOEFL score of at least 80 on the internet based test that is less than two years old,
• Personal essay outlining academic interests and goals,
• All Master’s programs will require at least one letter of recommendation which can be either professional or professorial. For the MBA programs, at least one letter must be professional
• Resume, and
• Competitive GMAT (GRE also accepted) performance based on a score that is less than five years old.

Exceptions can be made to the GMAT/GRE requirement for any student with a 3.6 or greater GPA based on the last 60 credit hours at an AACSB accredited undergraduate institution. These exceptions will be made based on a holistic review by the admissions committee of their work experience and academic performance.

Applications are due in the Admissions Office 90 days prior to registration for international students and 45 days prior to registration for all other students. Students are admitted three times per year and can start their studies during any one of the three semesters. Students may apply for the Dean’s Excellence Scholarship, which provides financial support in the form of scholarships.

Admission Requirements to Full-time (Cohort) MBA program: In addition to the factors required for admission to the evening programs, admission to the Full-time, Cohort MBA program requires the capability to perform well in a fast-paced, team-oriented curriculum. Applicants are admitted based on a composite evaluation of the submitted measures of performance which include the GMAT, GPA, recommendation letter, and work experience, as well as initiative and interest suggested through essays. The Admission Committee seeks academic and professional excellence. Applications completed by March 1 will be considered for financial support. International applications are due May 1 and domestic applications by July 1. Students are admitted each fall.

Admission Requirements to Executive MBA programs: Admissions are based on academic transcripts, a personal essay, three letters of recommendation, professional growth and experience and the potential that they will bring to the cohort. Students must have eight to ten years of business experience with relevant managerial or/and international experience. The GMAT is not required but each applicant will interview with the program director.

Admission Requirements to Master of Science in Healthcare Management for Physicians and the Healthcare Management Executive MBA for Physicians (both Executive Track) requires an MD or DO degree from a school of medicine or school of osteopathy, a copy of a current unrestricted license to practice medicine in the U.S. and a medical school transcript.

Admission Requirements to Non-Degree Seeking Students: Students may be admitted as non-degree seeking students. To be admitted as a non-degree seeking student, students will have to meet all the admission requirements specified for degree seeking students including relevant test scores (GMAT/GRE, TOEFL). Students who want to switch to degree-seeking status, will have to apply
to the degree program. If they are admitted, at most six credits taken as a non-degree seeking student can be transferred to the degree program.

**Substitutions and Transfers of Credit**

Substitutions of program requirements may be granted in recognition of previous coursework taken in a specific business program area. Substitutions are approved by the appropriate program director through a process which allows a student to skip a core course and take the next higher level course in that area with no reduction in the overall program semester credit hour requirements. Transfers of credit may be granted for equivalent graduate coursework taken at other universities with a grade of "B" or better within the past six years. The appropriate program director initiates such transfers, which must be approved by the Dean of Graduate Studies. The total number of transfers of credit toward the completion of a master's degree cannot exceed nine semester credit hours toward the MS degree, and twelve semester credit hours toward the MBA degree. Applications for approval of substitutions and transfers of credit may be obtained in and submitted to the Naveen Jindal School of Management Advising Office.

**Prerequisites for Graduate Programs**

Knowledge of calculus is a requirement for certain programs (see individual programs for details). Students who have not completed an undergraduate calculus course may satisfy the prerequisite by completing **OPRE 6303 Quantitative Foundations in Business**. Degree credit is not earned for program prerequisites; however, the grade achieved in **OPRE 6303** will count toward the student's grade point average. For the MS in International Management Studies, **FIN 6301 Financial Management** has a prerequisite of **OPRE 6301**, its equivalent or instructor consent required. Prerequisites must be satisfied within the first twelve semester credit hours of graduate study as a degree-seeking student.