Naveen Jindal School of Management

Executive Education Programs

The Naveen Jindal School of Management, Executive Education Area combines the best of the school's nationally recognized faculty with a select group of executives to provide an innovative, relevant portfolio of programs. Designed to advance knowledge and skills that improve organizational performance, these programs include both MBA and Master of Science degree programs, as well as certificate programs. Courses are taught on campus, on site or online.

Executive MBA and Master's Degree Programs

Executive MBA (EMBA) Degree Program

Global Leadership MBA (GLEMBA) Degree Program

Graduate Certificate and Master's Degree Programs with an Emphasis in Project Management

• Graduate Certificate in Project Management
• Master of Science in Management Science with an Emphasis in Project Management
• Executive MBA with an Emphasis in Project Management

Graduate Certificates and Degree Programs with an Emphasis in Product Lifecycle and Supply Chain Management

• Graduate Certificate in Product Lifecycle and Supply Chain Management
• Master of Science in Supply Chain Management
• Executive MBA with an Emphasis in Product Lifecycle and Supply Chain Management

Graduate Certificates and Degree Programs with an Emphasis in Healthcare Leadership and Management

• Executive Master of Science in Healthcare Leadership and Management
• Healthcare Leadership and Management Executive MBA
• Executive Master of Science in Healthcare Leadership and Management for Healthcare Professionals

Executive Education Program in Organizational Behavior, Coaching and Consulting

• Master of Science in Leadership and Organizational Development
• Graduate Certificate in Executive and Professional Coaching
• Graduate Certificate in Organizational Consulting
• Graduate Certificate in Negotiation and Mediation
• Graduate Certificate in Strategic Human Resources
• Graduate Certificate in Transformational Leadership

Graduate Certificate and Executive MS Degree in Systems Engineering and Management (MS-SE M)

• Executive Master of Science Degree in Systems Engineering and Management (MS-SEM)
• Certificate in Systems Engineering
• Certificate in Systems Management

Special admission and fee requirements apply to the following programs and courses.

Executive MBA (EMBA) Program

53 semester credit hours minimum

Faculty

Professors: Ashiq Ali, Gary Bolton, Seung-Hyun Lee, Mike W. Peng

Clinical Professors: Pamela Foster Brady, Robert Hicks, Diane S. McNulty

Associate Professor: Gil Sadka

Clinical Associate Professors: Carolyn Reichert

Clinical Assistant Professor: Jeffery (Jeff) Hicks

Senior Lecturer: Jackie Kimzey

Degree Requirements

The Executive MBA (EMBA) program at the Naveen Jindal School of Management is a minimum 53 semester credit hours that prepares experienced professionals for upper management, executive levels and the C-suite. Based in part on personal executive coaching, the program provides a transformative educational experience that enhances student success and takes student careers to a higher level. The 21-month program meets 3 Saturdays per month, minimizing disruptions for those with busy schedules.

The EMBA curriculum enhances individuals' basic business fundamentals and sharpens their decision-making skills through strategic frameworks for performance transformation. The program includes a ten-day international study tour that exposes students to corporate and governmental decision makers. Students explore the countries' economic states and competitive advantages, understand strategic decisions facing business executives, learn about public policy with regards to immigration, labor, culture and management practices and understand opportunities for foreign investment.
Students pursuing the degree program are required to complete the **MAS 6105** Communications for Management course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

Core Courses: 32 semester credit hours

- **ACCT 6301** Financial Accounting
- **ACCT 6202** Managerial Accounting
- **BPS 6310** Strategic Management
- **FIN 6301** Financial Management
- **IMS 6304** International Business Management
- **MIS 6313** Managing IT in the Analytics Age
- **MECO 6303** Business Economics
- **MKT 6301** Marketing Management
- **OPRE 6301** Statistics and Data Analysis
- **OPRE 6302** Operations Management
- **OB 6301** Organizational Behavior

Elective Courses: 21 semester credit hours

All EMBA students are required to take the following elective courses.

- **ACCT 6287** Board Membership, Risk Management and Compliance
- **BPS 6254** Performance Transformation
- **BPS 6255** Field Project
- **BPS 6256** C-Suite Leadership
- **ENTP 6394** Innovation, Entrepreneurship and Intrapreneurship
- **FIN 6253** Valuation, Investment and Financing
- **IMS 6254** Executive International Study Trip - EMBA
- **MKT 6244** Digital Sales Strategy
- **OB 6152** Executive Coaching
- **OB 6339** Negotiations and Contracts
Global Leadership MBA (GLEMBA) Program

53 semester credit hours minimum

Faculty

Professor: Seung-Hyun Lee
Clinical Professors: John Barden, Pamela Foster Brady, Jeffrey Manzi
Associate Professor: Gil Sadka
Clinical Associate Professor: Carolyn Reichert
Clinical Assistant Professors: Jeffery (Jeff) Hicks, Drew Peabody

Degree Requirements

The Global Leadership MBA (GLEMBA) at the Naveen Jindal School of Management is a 53 semester credit hours program that is designed for professionals who want to lead and execute at a global level. This program is fully-online with an optional international study tour. The GLEMBA degree plan expands the MBA core curriculum which includes the International Management Concentration. The program also offers students with opportunities to focus in a specific concentration or combination (optional) to obtain an in-depth knowledge in a specific business area depending on their interests.

Students pursuing the degree program are required to complete the MAS 6105 Communications for Management course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

Core Courses: 32 semester credit hours

ACCT 6301 Financial Accounting
ACCT 6202 Managerial Accounting
BPS 6310 Strategic Management
FIN 6301 Financial Management
IMS 6365 Cross-Cultural Communication and Management
MIS 6313 Managing IT in the Analytics Age
MECO 6303 Business Economics
MKT 6301 Marketing Management
OB 6301 Organizational Behavior
OPRE 6301 Statistics and Data Analysis
OPRE 6302 Operations Management

Required Courses: 9 semester credit hours

All GLEEMBA students are required to select three courses from the elective courses below to complete the International Management Concentration.

IMS 6316 Global Politics in Business
IMS 6317 Global Mergers and Acquisitions
IMS 6354 Global Marketing
IMS 6345 Global Leadership
IMS 6351 Executive International Study Trip

Elective Courses: 12 semester credit hours

All GLEEMBA students are required to take 12 semester credit hours, offered as a GLEEMBA elective to satisfy the elective requirement based on their interest and focus. Optionally, students are encouraged to develop a concentration to obtain an in-depth knowledge in a specific business area depending on their interests (see below).

Concentrations

Business Analytics: A concentration in business analytics covers statistics and econometrics, predictive modeling, decision and optimization (prescriptive) modeling, and data management. Students are prepared for a position within marketing analytics, decision and operations analytics, financial analytics, healthcare analytics, and IT analytics.

Finance: Students can prepare for careers in corporate finance, investment management, or the management of financial institutions. Courses in this area emphasize creative solutions to business financing problems, the development of value maximizing investment and financing strategies, and the analysis and management of fixed income and equity investments. Students may choose to concentrate in either corporate financial planning or the analysis of financial securities and investment portfolios.

Transformational Leadership and Consulting: The leadership concentration prepares students for management positions through the study of the psychological, sociological and organizational behavior disciplines. The program provides a foundation of leadership theory, building and problem solving in interpersonal work relationships, group dynamics, organizational decision-making and change and ethics.
Project Management: This concentration also awards a Graduate Certificate in Project Management and prepares students for project and program management, combining technical concepts and critical human skills. Students are encouraged to apply these concepts and skills to their work projects.

Graduate Certificate and Master's Degree with an Emphasis in Project Management

The Executive Education Project Management Program offers a Graduate Certificate in Project Management with the option of additional coursework to earn a Master of Science in Leadership and Organization Development (MS LOD) or a Master of Business Administration (MBA) degree.

The program curriculum is delivered both on campus and online. The on-campus program accommodates work and travel schedules by blending online and on-campus course delivery. On-campus classes meet eight hours per day on one consecutive Friday and Saturday per month and a second Saturday per month during some semesters. Online courses include a blend of independent study and live web conference interaction with other students and faculty.

Project management faculty members have a blend of industrial project management, operations management, management consulting and teaching experience. Upon completion of the project management core courses, students are better prepared to excel at leading project teams and take the Project Management Institute's Project Management Professional or Certified Associate in Project Management certification exam.

Special tuition, fees and admissions requirements apply, and the program is supported entirely by participant tuition/fees. Both degree- and non-degree-seeking students with undergraduate degrees can study toward the Graduate Certificate in Project Management. Potential students are required to complete an application, provide written professional references from three people, attend an interview with the program director and request all universities attended send an official transcript.

Graduate Certificate in Project Management

12 semester credit hours minimum

Faculty

Professor: Doug Goodman

Clinical Professors: John Barden, Larry Chasteen, Tevfik Dalgic, William Hefley, Peter Lewin, Divakar Rajamani

Clinical Associate Professors: Carolyn Reichert, James Szot

Clinical Assistant Professor: Jeffery (Jeff) Hicks
Overview

The Graduate Certificate in Project Management is awarded after completion of the project management core courses listed below totaling 12 semester credit hours. These courses emphasize a systems approach to project management and follow the lifecycle of a project, integrating relevant topics from multiple knowledge areas rather than presenting topical courses in isolation. This type of learning environment more closely tracks an actual work experience and facilitates learning and application.

Course Requirements

- **OPRE 6372** Project Initiation
- **OPRE 6373** Project Planning
- **OPRE 6374** Project Planning and Execution
- **OPRE 6375** Project Execution and Closeout

Master of Science in Leadership and Organizational Development with a Concentration in Project Management

*36 semester credit hours minimum*

Faculty

- **Professor:** Doug Goodman
- **Clinical Professors:** John Barden, Larry Chasteen, Tevfik Dalgic, William Hefley, Peter Lewin, Divakar Rajamani
- **Clinical Associate Professors:** Carolyn Reichert, James Szot
- **Clinical Assistant Professor:** Jeffery (Jeff) Hicks
- **Senior Lecturers:** Steven Solcher, Kathy Zolton

Overview

The Master of Science in Leadership and Organizational Development (MS LOD) with a concentration in project management is a 36 semester credit hours degree program combining a focus on leadership and organizational development theory, empirical research and diagnostic methodology with the theories and practices of effective project management. Students learn how
to become instruments of individual and organizational change, lead and manage organizational transition projects, work effectively when there is resistance to change, and develop skills as an internal and external practitioner. Knowledge is deepened through the integration of theory and practice. Students leave the program with a set of tools for project management and personal, group, organization and community transformation.

Project Management Core Courses are available on-campus and online as described above in the introduction to the Graduate Certificate and Master’s Degrees with an Emphasis in Project Management. Leadership and Organizational Development Courses are conducted exclusively online and include live webinars. Students are awarded the Graduate Certificate in Project Management upon successful completion of the Project Management Core Courses.

Course Requirements

Leadership and Organizational Development Core Courses: 12 semester credit hours

- **OB 6301** Organizational Behavior
- **OB 6334** Foundations of Organizational Development
- **OB 6346** Leading Organizational Change
- **OB 6348** Leadership Concepts and Practices

Project Management Core Courses: 12 semester credit hours

- **OPRE 6372** Project Initiation
- **OPRE 6373** Project Planning
- **OPRE 6374** Project Planning and Execution
- **OPRE 6375** Project Execution and Closeout

Leadership and Organizational Development Elective Courses: 12 semester credit hours

- **OB 6331** Power and Politics in Organizations
- **OB 6382** Transformational Leadership
- **OB 6342** Organizational Diagnosis
- **OB 6344** Organizational Development: Bridging Theory and Practice
- **OB 6345** The Dynamics of Interpersonal Relationships
- **OB 6357** Small Group Dynamics
Executive MBA with an Emphasis in Project Management

53 semester credit hours minimum

Faculty


Professor Emeritus: Dale Osborne

Clinical Professors: John Barden, Britt Berrett, Abhijit Biswas, Ranavir Bose, Pamela Foster Brady, Shawn Carrhaer, Larry Chasteen, Paul Convery, David Cordell, Michael Deegan, Howard Dover, Forney Fleming III, John Gamino, Randall S. Guttery, William Hefley, Robert Hicks, Gerald (Jerry) Hoag, Marilyn Kaplan, Ching-Chung Kuo, Van Latham, Sonia Leach, Peter Lewin, Jeffrey Manzi, John F. McCracken, Dennis McCuistion, Diane S. McNulty, Divakar Rajamani, Daniel Rajaratnam, Kannan Ramanathan, David Ritchey, Rajiv Shah, Mark Thouin, Keith Thurgood, Jeff Weekley, Habte Woldu, Fang Wu, Laurie L. Ziegler, cxh162830

Associate Professors: Nina Baranchuk, Norris Bruce, Jianqing Chen, Zhonglan Dai, Rebecca Files, J. Richard Harrison, Dorothée Honhon, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Lívia Markóczy, Amit Mehra, Toyah Miller, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, H. Dennis Park, Cuili Qian, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, David J. Springate, Upender Subramanian, Kelsey D. Wei, Han (Victor) Xia, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

Clinical Associate Professors: Shawn Alborz, Steven Guengerich, David Parks, Carolyn Reichert, Avanti P. Sethi, Ramesh Subramoniam, James Szot, McClain Watson

Assistant Professors: Khai Chiong, Emily Choi, Ying Huang, Sora Jun, Sheen Levine, Meng Li, Maria Loumioti, Jean-Marie Meier, Radha Mookerjee, Anyan Qi, Aleandro Rivera Mesias, Alessio Saretto, Simon Siegenthaler, Serdar Simsek, Shaojie Tang, Christian Von-Drathen, Shouqiang Wang, Junfeng Wu, Steven Xiao, Zhe (James) Zhang, mua120330, sst180003, jxj180020
Overview

The Executive MBA degree with an emphasis in project management is a 53 semester credit hours program designed for professionals who want to lead and manage projects, programs, and/or project/program portfolios. It is designed to develop knowledge, skills and abilities in technical project management, leadership, and strategic and business management. The program is comprised of the 32 semester credit hours UT Dallas MBA core curriculum, 12 semester credit hour project management graduate certificate curriculum, and 9 semester credit hours of core courses from the Leadership and Organization Development Program.

Students pursuing the degree program are required to complete the MAS 6105 Communications for Management course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites; however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply, and the program is supported entirely by participant tuition/fees.

MBA Core Courses: 32 semester credit hours

- **ACCT 6301** Financial Accounting
- **ACCT 6202** Managerial Accounting
- **BPS 6310** Strategic Management
- **FIN 6301** Financial Management
- **IMS 6365** Cross-Cultural Communication and Management
- **MECO 6303** Business Economics
- **MIS 6313** Managing IT in the Analytics Age
- **MKT 6301** Marketing Management
- **OB 6301** Organizational Behavior
OPRE 6301 Statistics and Data Analysis
OPRE 6302 Operations Management

Project Management Core Courses: 12 semester credit hours

OPRE 6372 Project Initiation
OPRE 6373 Project Planning
OPRE 6374 Project Planning and Execution
OPRE 6375 Project Execution and Closeout

Leadership and Organizational Development Core Courses: 9 semester credit hours

OB 6334 Foundations of Organizational Development
OB 6346 Leading Organizational Change
OB 6348 Leadership Concepts and Practices

Graduate Certificates and Degree Programs with an Emphasis in Product Lifecycle and Supply Chain Management

The graduate certificate and degree programs in Product Lifecycle and Supply Chain Management focus on educating executives and industry sponsored employees by combining theory and practice. It emphasizes the need to understand "the big picture," the importance of renewed focus on product lifecycle from design to disposal, and supply chain from end to end. Students are trained to be effective problem solvers, and to continuously improve product performance and supply chain efficiency.

The program employs lectures, case studies, site visits and the use of quantitative and qualitative methods to meet learning objectives. Students are required to integrate classroom learning with work projects. The program leverages JSOMs world-class faculty in operations management and industry leaders/practitioners to deliver the program. Following completion of the product lifecycle and supply chain management core, students may then continue to complete the requirements for the Master of Science in Supply Chain Management or the Master of Business Administration degree.

The product lifecycle and supply chain emphasis certificate and degree programs are supported entirely by participant fees, and special admissions requirements apply. Both degree- and non-degree seeking students with undergraduate degrees can study toward the Graduate Certificate in Project
Management. Students are required to complete an application, provide written professional references from three people, attend an interview with the program director and request all universities attended send an official transcript.

**Graduate Certificate in Product Lifecycle and Supply Chain Management**

*15 semester credit hours minimum*

**Faculty**

**Clinical Professor:** Divakar Rajamani

**Overview**

The Graduate Certificate in Product Lifecycle and Supply Chain Management is awarded after completion of the product lifecycle and supply chain management core courses described below, totaling 15 semester credit hours.

**Courses Required for Graduate Certificate in Product Lifecycle and Supply Chain Management: 15 semester credit hours**

**OPRE 6364** Lean Six Sigma  
**OPRE 6366** Global Supply Chain Management  
**OPRE 6370** Global Logistics and Transportation  
**OPRE 6371** Purchasing, Sourcing and Contract Management  
**OPRE 6379** Product Lifecycle Management

**Master of Science in Supply Chain Management**

*36 semester credit hours minimum*

**Faculty**

**Clinical Professor:** Peter Lewin, Divakar Rajamani  
**Associate Professor:** Ramachandran (Ram) Natarajan  
**Clinical Associate Professors:** Carolyn Reichert, Ramesh Subramoniam  
**Clinical Assistant Professor:** Jeffery (Jeff) Hicks  
**Senior Lecturers:** Steven Solcher, Kathy Zolton
Overview

A Master of Science in Supply Chain Management degree is awarded after the completion of an additional 23 semester credit hours beyond the product lifecycle and supply chain management core requirements. Students pursuing the degree program are required to complete the MAS 6102 Professional Development course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees. The MS in Supply Chain Management requires the following coursework:

MS in Supply Chain Management Supplemental Curriculum: 23 semester credit hours

- **ACCT 6301** Financial Accounting
- **ACCT 6202** Managerial Accounting
- **FIN 6301** Financial Management
- **IMS 6365** Cross-Cultural Communication and Management
- **OB 6301** Organizational Behavior
- **OPRE 6301** Statistics and Data Analysis
- **OPRE 6302** Operations Management
- **OPRE 6369** Supply Chain Software With SAP

Executive MBA with an Emphasis in Product Lifecycle and Supply Chain Management

*53 semester credit hours minimum*

Faculty

- **Clinical Professors**: Larry Chasteen, William Hefley, Peter Lewin, Divakar Rajamani
- **Clinical Assistant Professor**: Jeffery (Jeff) Hicks
- **Senior Lecturer**: Steven Solcher

Overview

The Executive MBA degree is earned by waiving the Master of Science degree and completing an
additional 16 semester credit hours, for a total of 53 semester credit hours. Students must include the Executive MBA core courses listed below to earn the degree.

Students pursuing the degree program are required to complete the MAS 6105 Communications for Management course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

Additional Courses Required for the Executive MBA: 15 semester credit hours

- **BPS 6310** Strategic Management
- **MECO 6303** Business Economics
- **MIS 6313** Managing IT in the Analytics Age
- **MKT 6301** Marketing Management
- **OB 6346** Leading Organizational Change

### Graduate Certificates and Degree Programs with an Emphasis in Healthcare Leadership and Management

**Executive Master of Science in Healthcare Leadership and Management**

36 semester credit hours minimum

**Faculty**


Professor Emeritus: Dale Osborne

Associate Professors: Nina Baranchuk, Norris Bruce, Jianqing Chen, Zhonglan Dai, Rebecca Files, J. Richard Harrison, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Ningzhong Li, Lívia Markóczy, Toyah Miller, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, David J. Springate, Upender Subramanian, Kelsey D. Wei, Han (Victor) Xia, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

Clinical Associate Professors: Shawn Alborz, Carolyn Reichert, McClain Watson

Assistant Professors: Mehmet Ayvaci, Emily Choi, Sheen Levine, Meng Li, Radha Mookerjee, Alejandro Rivera Mesias, Alessio Saretto, Shaojie Tang, Christian Von-Drathen, Steven Xiao, Zhe (James) Zhang

Clinical Assistant Professors: Moran Blueshtein, Judd Bradbury, Ayfer Gurun, Maria Hasenhuttl, Julie Haworth, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Dawn Owens, Parneet Pahwa, Nassim Sohaee

Senior Lecturers: Semiramis Amirpour, Frank Anderson, Tiffany A. Bortz, Richard Bowen, George DeCourcy, Eugene (Gene) Deluke, Alexander Edsel, Amal El-Ashmawi, Mary Beth Goodrich, Thomas (Tom) Henderson, Jennifer G. Johnson, Jackie Kimzey, Chris Linsteadt, Joseph Mauriello, Victoria D. McCrady, Edward Meda, Prithi Narasimhan, Madison Pedigo, Matt Polze, James Richards, Debra Richardson, Anindita Roy Bardhan, Margaret Smallwood, Steven Solcher, Luell (Lou) Thompson, Amy L. Troutman, Robert Wright, Kathy Zolton, Hubert Zydorek

Overview

The Master of Science in Healthcare Leadership and Management is a 36 semester credit hours specialized business degree available to U.S. licensed MDs, DOs and DPMs. The curriculum consists of nine four-day residential classes or any eight classes plus a self-directed field study. A different class is offered every two months and classes may be started at any time and taken in any order. Each class is eligible for up to 36 credit hours of Category 1 CME credit toward the AMA Physician's Recognition Award. Successful completion of any five classes is recognized by the award of a Graduate Certificate in Healthcare Leadership and Management.

The curriculum is centered on real-life healthcare problems and cases. Classes are jointly taught by senior business and medical school faculty with outstanding academic credentials and real-world healthcare experience. Physicians and faculty work collaboratively in small teams to examine facts, evaluate alternatives, and develop workable solutions.

Students pursuing the degree program are required to complete the MAS 6102 Professional Development course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student.
Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

The Healthcare Leadership and Management Curriculum

- **HMGT 6401** Negotiation and Conflict Management in Healthcare
- **HMGT 6402** Financial Management of Healthcare Organizations
- **HMGT 6403** Medical Cost and Performance Management
- **HMGT 6404** Quality and Performance Improvement in Healthcare
- **HMGT 6405** Healthcare Information Management and Technology
- **HMGT 6406** Strategic Management of Healthcare Organizations
- **HMGT 6407** Healthcare Policy and Regulation
- **HMGT 6408** Competencies of Effective Leaders
- **HMGT 6410** Leading in Complex Organizations
- **HMGT 6V10** Special Topics in Healthcare Management
- **HMGT 6V15** Self-Directed Field Study

**Healthcare Leadership and Management Executive MBA**

53 semester credit hours minimum

**Faculty**


**Professor Emeritus:** Dale Osborne


Associate Professors: Nina Baranchuk, Norris Bruce, Jianqing Chen, Zhonglan Dai, Rebecca Files, J. Richard Harrison, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Ningzhong Li, Lívia Markóczy, Toyah Miller, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, David J. Springate, Upender Subramanian, Kelsey D. Wei, Han (Victor) Xia, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

Clinical Associate Professors: Shawn Alborz, Carolyn Reichert, McClain Watson

Assistant Professors: Mehmet Ayvaci, Emily Choi, Sheen Levine, Meng Li, Radha Mookerjee, Alejandro Rivera Mesias, Alessio Saretto, Shaojie Tang, Christian Von-Drathen, Steven Xiao, Zhe (James) Zhang

Clinical Assistant Professors: Moran Blueshtein, Judd Bradbury, Ayfer Gurun, Maria Hasenhuttl, Julie Haworth, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Dawn Owens, Parneet Pahwa, Nassim Sohaee

Senior Lecturers: Semiramis Amirpour, Frank Anderson, Tiffany A. Bortz, Richard Bowen, George DeCourcy, Eugene (Gene) Deluke, Alexander Edsel, Amal El-Ashmawi, Mary Beth Goodrich, Thomas (Tom) Henderson, Jennifer G. Johnson, Jackie Kimzey, Chris Linsteadt, Joseph Mauriello, Victoria D. McCrady, Edward Meda, Prithi Narasimhan, Madison Pedigo, Matt Polze, James Richards, Debra Richardson, Anindita Roy Bardhan, Margaret Smallwood, Steven Solcher, Luell (Lou) Thompson, Amy L. Troutman, Robert Wright, Kathy Zolton, Hubert Zydorek

Overview

The Healthcare Leadership and Management Executive MBA is a general business degree preferred by physicians who wish to transition into an executive management role. It requires the completion of the Master of Science in Healthcare Leadership and Management curriculum plus an additional 17 semester credit hours consisting of six general business classes. These classes provide an integrated overview of functional areas of management as well as analytical tools for effective decision making. The general business classes may be taken online for maximum flexibility and convenience. The online classes require no on-campus visits.

Students pursuing the degree program are required to complete the MAS 6105 Communications for Management course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

Required Courses: 17 semester credit hours

FIN 6301 Financial Management
IMS 6204 Global Business
MECO 6303 Business Economics
The Healthcare Leadership and Management Executive MS and MBA degrees are supported entirely by participant fees, and special admissions requirements apply. Further information may be obtained from the program website: amme.utdallas.edu.

Executive Master of Science in Healthcare Leadership and Management for Healthcare Professionals

36 semester credit hours minimum

Faculty


Professor Emeritus: Dale Osborne


Associate Professors: Nina Baranchuk, Norris Bruce, Jianqing Chen, Zhonglan Dai, Rebecca Files, J. Richard Harrison, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Ningzhong Li, Lívia Markóczy, Toyah Miller, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, David J. Springate, Upender Subramanian, Kelsey D. Wei, Han (Victor) Xia, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

Clinical Associate Professors: Shawn Alborz, Carolyn Reichert, McClain Watson

Assistant Professors: Mehmet Ayvaci, Emily Choi, Sheen Levine, Meng Li, Radha Mookerjee, Alejandro Rivera Mesias, Alessio Saretto, Shaojie Tang, Christian Von-Drathen, Steven Xiao, Zhe (James) Zhang
Clinical Assistant Professors: Moran Blueshtein, Judd Bradbury, Ayfer Gurun, Maria Hasenhuttl, Julie Haworth, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Dawn Owens, Parneet Pahwa, Nassim Sohaee

Senior Lecturers: Semiramis Amirpour, Frank Anderson, Tiffany A. Bortz, Richard Bowen, George DeCourcy, Eugene (Gene) Deluke, Alexander Edsel, Amal El-Ashmawi, Mary Beth Goodrich, Thomas (Tom) Henderson, Jennifer G. Johnson, Jackie Kimzey, Chris Linsteadt, Joseph Mauriello, Victoria D. McCrady, Edward Meda, Prithi Narasimhan, Madison Pedigo, Matt Polze, James Richards, Debra Richardson, Anindita Roy Bardhan, Margaret Smallwood, Steven Solcher, Luell (Lou) Thompson, Amy L. Troutman, Robert Wright, Kathy Zolton, Hubert Zydorek

Overview

The Master of Science in Healthcare Leadership and Management for Healthcare Professionals is a specialized business degree program targeted to professionals with five or more years of experience seeking to develop the knowledge and skills necessary to assume executive leadership roles in healthcare. The 36 semester credit hours curriculum consists of nine classes or any eight classes, plus a self-directed field study. Classes are taught on a Friday and Saturday once a month over a period of eighteen months.

The curriculum is centered on real-life healthcare problems and cases. Classes are led by nationally recognized management and business school faculty with outstanding academic credentials and real-world healthcare experience. Students and faculty work collaboratively in small teams to examine facts, evaluate alternatives, and develop workable solutions.

Students pursuing the degree program are required to complete the MAS 6102 Professional Development course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

The Healthcare Leadership and Management for Healthcare Professionals Curriculum

- **HMGT 6401** Negotiation and Conflict Management in Healthcare
- **HMGT 6402** Financial Management of Healthcare Organizations
- **HMGT 6403** Healthcare Cost and Performance Management
- **HMGT 6404** Quality and Performance Improvement in Healthcare
- **HMGT 6405** Healthcare Information Management and Technology
- **HMGT 6406** Strategic Management of Healthcare Organizations
- **HMGT 6408** Competencies of Effective Leaders
- **HMGT 6410** Leading in Complex Organizations
Healthcare Leadership and Management
Executive MBA for Healthcare Professionals
53 semester credit hours minimum

Faculty


**Professor Emeritus:** Dale Osborne


**Associate Professors:** Nina Baranchuk, Norris Bruce, Jianqing Chen, Zhonglan Dai, Rebecca Files, J. Richard Harrison, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Ningzhong Li, Lívia Markóczy, Toyah Miller, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, David J. Springate, Upender Subramanian, Kelsey D. Wei, Han (Victor) Xia, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

**Clinical Associate Professors:** Shawn Alborz, Carolyn Reichert, McClain Watson

**Assistant Professors:** Mehmet Ayvaci, Emily Choi, Sheen Levine, Meng Li, Radha Mookerjee, Alejandro Rivera Mesias, Alessio Saretto, Shaojie Tang, Christian Von-Drathen, Steven Xiao, Zhe (James) Zhang

**Clinical Assistant Professors:** Moran Blueshtein, Judd Bradbury, Ayfer Gurun, Maria Hasenhuttl, Julie Haworth, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Dawn Owens, Parneet Pahwa, Nassim Sohaee

**Senior Lecturers:** Semiramis Amirpour, Frank Anderson, Tiffany A. Bortz, Richard Bowen, George DeCourcy, Eugene (Gene) Deluke, Alexander Edsel, Amal El-Ashmawi, Mary Beth Goodrich, Thomas (Tom) Henderson, Jennifer G. Johnson, Jackie Kimzey, Chris Linsteadt, Joseph Mauriello, Victoria D.
Overview

The Executive MBA in Healthcare Leadership and Management for Healthcare Professionals is an advanced business degree recommended for those who wish to transition into an executive leadership role. It requires completion of the MS curriculum, plus an additional six online general business classes. The business classes provide an integrated overview of functional areas of management as well as analytical tools for effective executive decision making. The online classes include.

Students pursuing the degree program are required to complete the MAS 6105 Communications for Management course. However, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

Required Courses: 17 semester credit hours

- **FIN 6301** Financial Management
- **IMS 6204** Global Business
- **MECO 6303** Business Economics
- **MKT 6301** Marketing Management
- **OPRE 6301** Statistics and Data Analysis
- **OPRE 6302** Operations Management

The Healthcare Leadership and Management Executive MS and MBA for Healthcare Professionals degrees are supported entirely by participant fees, and special admissions requirements apply. Further information may be obtained from the program website: [http://jindal.utdallas.edu/executive-education/executive-ms-healthcare-management/](http://jindal.utdallas.edu/executive-education/executive-ms-healthcare-management/).

**Executive Education Program in Organizational Behavior, Coaching and Consulting**

Students in the Executive Education Program in Organizational Behavior, Coaching and Consulting can complete multiple levels of recognition, including:
• A Master of Science degree in Leadership and Organizational Development (MS LOD)

• Academic Certificates:
  a. Executive and Professional Coaching (15 credit hours)
  b. Organizational Consulting (12 credit hours)
  c. Negotiation and Mediation (12 credit hours)
  d. Strategic HR (12 credit hours)
  e. Transformational Leadership (12 credit hours)

• The MS LOD may include one of the listed certificate topics as a concentration. The degree requires the completion of an additional 21 to 24 semester credit hours at a minimum beyond the requirements of a concentration.

Master of Science in Leadership and Organizational Development

36 semester credit hours minimum

Overview

The Master of Science in Leadership and Organizational Development (MS LOD) is a 36 semester credit hours degree program that focuses on leadership and organizational development theory, empirical research and diagnostic methodology. Students learn how to become instruments of individual and organizational change, lead and manage organizational transitions, work effectively when there is resistance to change, and develop skills as an internal and external practitioner. Knowledge is deepened in individual and organizational behavior through the integration of theory and practice. They leave the program with a set of tools for personal, group, organization and community transformation.

Classes are conducted exclusively online with the addition of scheduled webinars. The very best in interactive distance learning methodologies are utilized, making the program convenient, efficient, and geographically independent for busy professionals. Students are taught by faculty with outstanding academic credentials and extensive real-world business experience.

All students will have an academic advisor in the program and must have an approved degree plan. Of the four core courses, students must have a GPA of at least 3.0 as well as an overall 3.0 GPA to qualify for the degree program. Please note that the University's general degree requirements are covered in greater detail elsewhere in the graduate catalog. Special tuition, fees and admissions requirements apply and the program is supported entirely by participant tuition/fees.

Subject matter concentrations are optional. Students who have chosen to complete one of the following academic certificates have fulfilled the concentration requirements for the Master of Science in Leadership and Organizational Development.
Executive and Professional Coaching
Organizational Consulting
Negotiation and Mediation
Strategic Human Resources
Transformational Leadership
Project Management

Course Requirements

Core Courses: 12 semester credit hours

OB 6301 Organizational Behavior
OB 6334 Foundations of Organizational Development
OB 6346 Leading Organizational Change
OB 6348 Leadership Concepts and Practices

Supplemental Courses: 24 semester credit hours

OB 6331 Power and Politics in Organizations
OB 6337 Motivational Leadership in Organizations
OB 6342 Organizational Diagnosis
OB 6344 Organizational Development: Bridging Theory and Practice
OB 6345 The Dynamics of Interpersonal Relationships
OB 6357 Small Group Dynamics
OB 6377 Neuropsychology of Leadership
BPS 6332 Strategic Leadership

Graduate Certificate in Executive and Professional Coaching

15 semester credit hours minimum

Faculty

Clinical Professor: Robert Hicks
Overview

The Executive and Professional Coaching Certificate is designed to meet the unique educational needs of each student, whether new to coaching or highly experienced. The program serves those desiring to coach in a private practice as well as those coaching in an organization. Evening classes for each cohort are held in our virtual classroom that facilitates interactive instruction and practice. Our 12-month program is entirely online and consists of three consecutive semesters that prepare each student to take the optional comprehensive exam towards ICF credentialing.

Course Requirements

The graduate certificate requires the successful completion of the following six master's level courses specific to Executive and Professional Coaching.

Executive and Professional Coaching Courses

- OB 6248 Coaching Practice Lab I
- OB 6249 Coaching Practice Lab II
- OB 6253 Coaching Practicum
- OB 6350 Executive and Professional Coaching
- OB 6351 Coaching in the Business or Organizational Setting
- OB 6352 Advanced Coaching Models and Method

After fulfilling the certificate requirements, students may go on to complete a Master of Science in Leadership and Organizational Development (MS LOD) degree with another 21 semester credit hours of master's level courses in the MS LOD curriculum, as listed below.

Core Courses: 12 semester credit hours

- OB 6301 Organizational Behavior
- OB 6334 Foundations of Organizational Development
- OB 6346 Leading Organizational Change
- OB 6348 Leadership Concepts and Practices

Organizational Behavior Supplemental Courses: 9 semester credit hours

Students take the remainder of their courses from a list of supplemental MS LOD courses approved by the program. Exceptions are at the program's discretion.
Graduate Certificate in Organizational Consulting

12 semester credit hours minimum

Faculty

Clinical Professor: Robert Hicks

Overview

This certificate focuses on the theories, frameworks and applications of organizational consulting practice in global organizational settings. The courses are taught fully online and supplemented with ongoing webinars. A comprehensive asynchronous program is delivered that provides an end-to-end view of the content, practices methodologies and skills required to be a successful organizational consultant.

Course Requirements

This graduate certificate requires the successful completion of the following four courses specific to the Organizational Consulting Certificate.

Organizational Consulting Courses: 12 semester credit hours

- **OB 6370** Foundations in Organizational Consulting
- **OB 6371** Organizational Consulting: Theory and Practice of Individual and Team Interventions
- **OB 6372** The Business of Consulting
- **OB 6373** Organizational Consulting: Theory and Practice of System-Wide Interventions

After fulfilling the certificate requirements, students may go on to complete a Master of Science in Leadership and Organizational Development (MS LOD) degree with another 24 semester credit hours of master’s level courses in the MS LOD curriculum as listed below.

Core Courses: 12 semester credit hours

- **OB 6301** Organizational Behavior
- **OB 6334** Foundations of Organizational Development
- **OB 6346** Leading Organizational Change
- **OB 6348** Leadership Concepts and Practices

Organizational Behavior Supplemental Courses: 12 semester credit hours
Students draw the remainder of their courses from a list of supplemental MS LOD courses approved by the program. Exceptions are at the program's discretion.

Graduate Certificate in Negotiation and Mediation

12 semester credit hours minimum

Faculty

Clinical Professor: Robert Hicks

Overview

Negotiation and Mediation certificate courses are taught fully online supplemented with webinars and expert forums as a comprehensive asynchronous program is delivered. The Negotiation course equips students with the knowledge and skills required for success as a lead negotiator on business, community, and international topics. The Mediation course builds on knowledge and skills from the Negotiation course and equips participants for taking a third-party mediator role on a wide range of business, family, community, governmental, and international topics. The Dispute Systems Design course equips participants with the knowledge and skills required to assess current operations and partner with others to design implement and evaluate a custom dispute resolution system (also known as an integrated conflict management system) in a business, community, non-profit, and international setting.

Course Requirements

This graduate certificate requires the successful completion of the following four courses specific to the Negotiation and Mediation Certificate.

Negotiation and Mediation Courses: 12 semester credit hours

- OB 6332 Negotiation and Dispute Resolution
- OB 6345 The Dynamics of Interpersonal Relationships
- OB 6375 Mediation Process and Practice
- OB 6376 Dispute Systems Design

After fulfilling the certificate requirements, students may go on to complete a Master of Science in Leadership and Organizational Development (MS LOD) degree with another 24 semester credit hours of master's level courses in the MS LOD curriculum, as listed below.

Core Courses: 12 semester credit hours

- OB 6301 Organizational Behavior
- OB 6334 Foundations of Organizational Development

Graduate Certificate in Strategic Human Resources (HR)

12 semester credit hours minimum

Faculty

Clinical Professor: Robert Hicks

Overview

The Certificate in Strategic Human Resources instructs students how to fulfill the advanced role of HR Business Partner by using methodologies and tools to lead organizational change, plan for effective transition, and develop strategies that help shape and move the organization toward the business vision. The academic focus is in leadership and organizational development theory, models, and application including motivational leadership, culture, systems thinking and change management. Business executives recognize the important impact that human capital has on the effective operation of the business. This program goes beyond administration and focuses on developing the HR professional's ability to interpret business dynamics and translate them into human capital implications. Classes are conducted utilizing the very best in interactive distance learning methodologies, making the program convenient, efficient, and geographically independent for busy professionals. Students are taught by experienced faculty with real-world business experience.

Course Requirements

This graduate certificate requires the successful completion of the following four courses specific to the Strategic HR Certificate.

Strategic Human Resources Courses

- OB 6346 Leading Organizational Change
- OB 6348 Leadership Concepts and Practices

Organizational Behavior Supplemental Courses: 12 semester credit hours

Students draw the remainder of their courses from a list of supplemental MS LOD courses approved by the program. Exceptions are at the program's discretion.
After fulfilling the certificate requirements, students may go on to complete a Master of Science in Leadership and Organizational Development (MS LOD) degree with another 24 semester credit hours of master's level courses in the MS LOD curriculum, as listed below.

Core Courses: 9 semester credit hours*

- **OB 6301** Organizational Behavior
- **OB 6334** Foundations of Organizational Development
- **OB 6348** Leadership Concepts and Practices

* **OB 6346** Leading Organizational Change is completed in the certificate phase.

Organizational Behavior Supplemental Courses: 15 semester credit hours

Students draw the remainder of their courses from a list of supplemental MS LOD courses approved by the program. Exceptions are at the program's discretion.

**Graduate Certificate in Transformational Leadership**

*12 semester credit hours minimum*

**Faculty**

**Clinical Professor:** Robert Hicks

**Overview**

Participants completing the Transformational Leadership Graduate Certificate will gain the skills and knowledge to successfully navigate both present and future leadership opportunities and challenges. Participants emerge from this program knowing how to motivate their direct reports while combining individual goals with those of the organization. Courses teach participants how to enhance organizational agility and respond innovatively to workforce concerns while facilitating employee growth and development. Participants also learn methodologies in leading change that maximize employee engagement and organizational effectiveness. Additional components of this certificate are lectures addressing neuroscientific models and those examining the construct of Emotional Intelligence. Of particular significance will be discussions of Leadership and workplace diversity. The 12 semester credit hours that make up the certificate can be applied towards the Master of Science in Leadership and Organizational Development.
Course Requirements

This graduate certificate requires the successful completion of the following four courses specific to the Transformational Leadership Certificate.

Transformational Leadership Courses

- **OB 6346** Leading Organizational Change
- **OB 6348** Leadership Concepts and Practices
- **OB 6377** Neuropsychology of Leadership
- **OB 6382** Transformational Leadership

After fulfilling the certificate requirements, students may go on to complete a Master of Science in Leadership and Organizational Development (MS LOD) degree with another 24 semester credit hours of master's level courses in the MS LOD curriculum, as listed below.

Core Courses: 6 semester credit hours*

- **OB 6301** Organizational Behavior
- **OB 6334** Foundations of Organizational Development

* **OB 6346** Leading Organizational Change and **OB 6348** Leadership Concepts and Practices completed in the certificate phase.

Organizational Behavior Supplemental Courses: 18 semester credit hours

Students draw the remainder of their courses from a list of supplemental MS LOD courses approved by the program. Exceptions are at the program's discretion.

Executive Master of Science Degree and Certificate Programs in Systems Engineering and Management (MS-SEM)

36 semester credit hours

The Systems Engineering and Management Executive Education MS-SEM is a joint program offered by the Naveen Jindal School of Management and the Erik Jonsson School of Engineering and Computer Science. It is a unique program that offers a flexible choice of core courses in both
engineering and management disciplines, with elective courses for concentrations in various industry sectors.

**JSOM Faculty**

**Professors:** Alain Bensoussan, Gregory G. Dess, Mike W. Peng  
**Clinical Professors:** Abhijit Biswas, Peter Lewin, Rajiv Shah  
**Associate Professors:** Surya N. Janakiraman, Robert L. Kieschnick Jr., David J. Springate  
**Clinical Associate Professor:** Carolyn Reichert, Avanti P. Sethi, James Szot  
**Clinical Assistant Professors:** Shawn Alborz, Jeffery (Jeff) Hicks, Ravi Narayan

**ECS Faculty**

**Professors:** S.O. Reza Moheimani, Mark W. Spong, Lakshman Tamil, Mathukumalli Vidyasagar, W. Eric Wong, Steve Yurkovich  
**Associate Professor:** Lawrence Chung  
**Assistant Professor:** Robert D. Gregg, Justin Ruths  
**Senior Lecturers:** Nhut Nguyen, Janell Straach

**Admission Requirements**

A student lacking undergraduate prerequisites for graduate courses must complete prerequisites or receive approval from the graduate advisor and the course instructor. Specific admission requirements for the Executive MS-SEM follow.

A student entering the MS-SEM program (Executive Education Master's) should meet the following guidelines:

- A minimum of a BS in engineering, mathematics, physics, chemistry, economics or finance (specifically, programs that provide adequate fundamental skills in mathematics).
- A minimum of three years of work experience.
- Submission of three letters of recommendation from individuals who are able to judge the candidate's probability of success in pursuing a program of study leading to the MS-SEM degree.
- Submission of an essay outlining the candidate's background, education, and professional goals.

**Degree Requirements**

The MS-SEM program is designed to be flexible to accommodate different student backgrounds, allowing students to pick up areas in which they are deficient, while still guaranteeing core
competency in systems engineering and systems management. This program has both a thesis and a non-thesis option. All part-time MS-SEM students will be assigned initially to the non-thesis option. Those wishing to elect the thesis option may do so by obtaining the approval of a faculty thesis supervisor. Part-time students are encouraged to enroll in only one course during their first semester and in no more than two courses during any semester that they are also working full-time.

The MS-SEM degree requires a total of 36 semester credit hours consisting of 12 courses in the non-thesis option or 10 courses plus six semester credit hours of thesis credit for the thesis option. All students must have an academic advisor and an approved degree plan. Courses taken without advisor approval will not count toward the 36 semester credit hour requirement. Successful completion of the approved course of studies leads to the MS-SEM degree. Please note that the University's general degree requirements are discussed elsewhere in the graduate catalog.

This degree requires the completion of a minimum of 36 semester credit hours of graduate level lecture courses. For the four core courses, students must have a GPA of at least 3.0 and receive a grade of B- or better in each. Students must maintain a 3.0 GPA overall to graduate with the MS-SEM degree. With advisor approval, one 5000 level course may be used in the concentration (See Course Requirements).

An alternative to 36 semester credit hours required for the MS-SEM degree, would be the completion of a minimum of 30 semester credit hours of graduate level lecture courses, with a grade of B- or better in each of the required core courses (see Course Requirements), six semester credit hours of a combination of master's research (SYSM 6V70) and thesis (SYSM 6V90), submitted to the graduate school, and a formal public defense of the thesis.

Students enrolled in the thesis option should meet with individual faculty members to discuss research opportunities and to choose a research advisor during the first or second semester that the student is enrolled. After the second semester of study, course selection should be made in consultation with the research advisor.

Research and thesis semester credit hours cannot be counted in an MS-SEM degree plan unless a thesis is written and successfully defended. A supervising committee, which must be chosen in consultation with the student's thesis advisor prior to enrolling for thesis credit, administers the defense. With advisor approval, the lecture courses may include some 5000 level courses. Full-time students at UT Dallas who receive financial assistance are required to enroll in nine semester credit hours each semester.

**Course Requirements**

**Core Courses: 12 semester credit hours**

Students are required to take four courses (a total of 12 semester credit hours) from the eight courses listed below. Two of the courses must be from the Engineering Core section and two from the Management Core section. The four required courses contribute a total of 12 semester
credit hours toward the MS degree.

Engineering Core Courses

Choose two courses from the following:

- **SYSM 6301** Systems Engineering, Architecture and Design
- **SYSM 6302** Dynamics of Complex Networks and Systems
- **SYSM 6303** Statistics and Data Analysis
- **SYSM 6305** Optimization Theory and Practice

Management Core Courses

Choose two courses from the following:

- **SYSM 6311** Systems Project Management in Engineering and Operations
- **SYSM 6318** Marketing Management
- **SYSM 6333** Systems Organizational Behavior
- **SYSM 6337** Accounting for Managers

Prescribed Electives: 12 semester credit hours

Students are required to take an additional four courses (a total of 12 semester credit hours) from the set of eight core courses listed above and/or the set of courses listed below. Two of these courses must be chosen from the two Engineering sections (core and elective), and two from the two Management sections (core and elective). Because a program objective is to maintain a high degree of flexibility, students are encouraged to work with an MS-SEM program advisor to discuss possible (limited) exceptions and substitutions for the prescribed elective courses.

Engineering Elective Courses

- **SYSM 6304** Risk and Decision Analysis
- **SYSM 6306** Engineering Systems: Modeling and Simulation
- **SYSM 6307** Linear Systems
- **SYSM 6308** Software Maintenance, Evolution, and Re-Engineering
- **SYSM 6309** Advanced Requirements Engineering
- **SYSM 6310** Software Testing, Validation and Verification
- **SYSM 6325** Requirements Design, Development and Integration for Complex Systems
- **SYSM 6326** Systems Life Cycle Cost Analysis
**Management Elective Courses**

- **SYSM 6312** Systems Financial Management
- **SYSM 6313** Systems Negotiation Deals and Dispute Resolution
- **SYSM 6315** The Entrepreneurial Experience
- **SYSM 6316** Managing Innovation within the Corporation
- **SYSM 6319** Business Economics
- **SYSM 6320** Strategic Leadership
- **SYSM 6332** Technology and New Product Development
- **SYSM 6334** Systems Operations Management
- **SYSM 6335** Organizing for Business Analytics: A Systems Approach
- **SYSM 6336** Earned Value Management Systems

**Free Electives: 12 semester credit hours**

Working with an MS-SEM program advisor, students are required to take four additional and distinct courses either from the remaining SYSM courses listed above or from other courses offered in management or engineering that form a "concentration" or "specialization" in systems-related, possibly industry-specific sectors.

The concentration area consists of four courses (12 semester credit hours) in the degree program; examples include: Aerospace and Defense Systems; Business and Data Analytics; Control and Mechatronic Systems, Cybersecurity and Information Assurance, Energy and Infrastructure Systems, Enterprise and Data Management Systems; Entrepreneurship and Innovation Management; Global Supply Chain Management; Healthcare Systems; Optimization and Operations Research; Telecom, IT and Multimedia Networks, and Transportation Systems.

Finally, because of the flexible nature of the MS-SEM degree program, students may submit for approval a "personalized" concentration area that focuses on aspects of systems engineering, and may combine elements of other concentration areas on a focused theme.

**Certificate Programs in Systems Engineering and Management**

The MS-SEM program offers two certificates: a Certificate in Systems Engineering and a Certificate in Systems Management, primarily intended for students who do not wish to pursue the complete MS degree. Each certificate requires 12 semester credit hours. See Course Descriptions for
information on course content. These certificates allow students to fit their education into their busy schedules and pursue the track that best fits their career path. These flexible education programs provide students with outstanding opportunities to access UT Dallas' world-class faculty and hands-on learning experiences.

Faculty

Please see the MS-SEM listing for faculty and lecturers in this program.

Certificate in Systems Engineering

12 semester credit hours

Students are required to complete SYSM 6301 and SYSM 6311 and any two courses from the set of engineering courses listed below.

SYSM 6301 Systems Engineering, Architecture and Design
SYSM 6311 Systems Project Management in Engineering and Operations

Systems Engineering Courses

SYSM 6302 Dynamics of Complex Networks and Systems
SYSM 6303 Statistics and Data Analysis
SYSM 6304 Risk and Decision Analysis
SYSM 6305 Optimization Theory and Practice
SYSM 6306 Engineering Systems: Modeling and Simulation
SYSM 6307 Linear Systems
SYSM 6308 Software Maintenance, Evolution, and Re-Engineering
SYSM 6309 Advanced Requirements Engineering
SYSM 6310 Software Testing, Validation and Verification
SYSM 6325 Requirements Design, Development and Integration for Complex Systems
SYSM 6326 Systems Life Cycle Cost Analysis
SYSM 6327 Systems Reliability
SYSM 6328 Computer and Network Systems Security

Certificate in Systems Management

12 semester credit hours
Students are required to complete **SYSM 6301** and **SYSM 6311** and any two courses from the set of management courses listed below.

- **SYSM 6301** Systems Engineering, Architecture and Design
- **SYSM 6311** Systems Project Management in Engineering and Operations

**Systems Management Courses**

- **SYSM 6312** Systems Financial Management
- **SYSM 6313** Systems Negotiation and Dispute Resolution
- **SYSM 6315** The Entrepreneurial Experience
- **SYSM 6316** Managing Innovation within the Corporation
- **SYSM 6318** Marketing Management
- **SYSM 6319** Business Economics
- **SYSM 6320** Strategic Leadership
- **SYSM 6332** Technology and New Product Development
- **SYSM 6333** Systems Organizational Behavior
- **SYSM 6334** Systems Operations Management
- **SYSM 6335** Organizing for Business Analytics: A Systems Approach
- **SYSM 6336** Earned Value Management Systems
- **SYSM 6337** Accounting for Managers

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