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.

Students pursuing the Master of Business Administration (MBA) degree program at the Naveen Jindal School of Management (JSOM) are required to complete the prerequisites OPRE 6303 Quantitative Foundations of Business. For OPRE 6303, applicants may request a waiver if they have completed Calculus at the undergraduate or graduate level with a grade of "B" or better. These program prerequisites must be satisfied within the first semester 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).

Doctor of Business Administration (DBA) Degree Program

Executive MBA and Master's Degree Programs

Executive Master of Business Administration (EMBA) Degree Program

- Executive MBA with an Emphasis in Healthcare and Organizational Leadership
- Executive MBA with an Emphasis in Healthcare Leadership and Management (for Physicians)
- Executive MBA with an Emphasis in Healthcare Leadership and Management (for Professionals)
- Executive MBA with an Emphasis in Product Lifecycle and Supply Chain Management
- Executive MBA with an Emphasis in Project Management

Global Leadership Master of Business Administration (GLEMBA) Degree Program

Master of Science in Management Science (MS MSc) Degree Program

- Master of Science in Management Science - Executive Education

Graduate Certificate in Project Management

- Graduate Certificate in Project Management

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

- Master of Science in Supply Chain Management - Executive Education
• **Graduate Certificate in Product Lifecycle and Supply Chain Management**

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

• **Master of Science in Healthcare Leadership and Management with an Emphasis for Physicians - Executive Education**
• **Master of Science in Healthcare Leadership and Management with an Emphasis for Professionals - Executive Education**

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

• **Master of Science in Leadership and Organizational Development - Executive Education**
• **Master of Science in Leadership and Organizational Development with an Emphasis in Project Management - Executive Education**
• **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-SEM)**

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

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

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**Doctor of Business Administration (DBA)**

*72 semester credit hours minimum*

**Faculty**

**Degree Requirements**

The Doctor of Business Administration (DBA) program focuses on the application of business theory to solve practitioner problems by addressing real-world business issues through a rigorous-based curriculum. The goal is to educate practicing executives to learn and utilize advanced research methodologies and business analytics, gain practice-based research and applicable knowledge, and apply them towards real world yet unsolved problems.
Coursework

An Executive DBA degree is earned by completing the following courses:

Core Courses: 36 semester credit hours

- **DBUA 7411** Overview of Business Research
- **DBUA 7412** Probability and Statistics for Business
- **DBUA 7413** Managerial Economics
- **DBUA 7414** Overview of Research Methodologies
- **DBUA 7415** Advanced Research Methods I
- **DBUA 7416** Advanced Research Methods II
- **DBUA 7417** Advanced Research Methods III
- **DBUA 7418** Research Project I
- **DBUA 7419** Research Project II

Research Course: 9 semester credit hours

- **DBUA 7320** Research Topics in Accounting
- **DBUA 7321** Research Topics in Finance
- **DBUA 7322** Research Topics in Information Systems
- **DBUA 7323** Research Topics in Marketing
- **DBUA 7324** Research Topics in Operations Management
- **DBUA 7325** Research Topics in Organizational Behavior

Dissertation: 27 semester credit hours

- **DBUA 7V26** Dissertation

Executive Master of Business Administration (EMBA) Program

53 semester credit hours minimum
Faculty

**Professors:** Ashiq Ali, Gary Bolton, Mike W. Peng, Gil Sadka

**Clinical Professors:** Pamela Foster Brady, Diane S. McNulty

**Clinical Associate Professor:** Carolyn Reichert

**Clinical Assistant Professor:** Jeffery (Jeff) Hicks

**Associate Professor of Instruction:** Amal El-Ashmawi

**Associate Professors of Practice:** Nozar Hassanzadeh, 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. Emerging technologies and corporate social responsibility are integrated throughout the curriculum. 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.

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](#) Accounting for Managerial Decision Making and Control
- [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
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 Marketing Strategy
OB 6152 Executive Coaching
OB 6339 Negotiations and Contracts

Executive MBA with an Emphasis in Healthcare and Organizational Leadership

The Executive MBA with an Emphasis in Healthcare and Organizational Leadership 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. Offered in partnership with UT Southwestern, Parkland Health & Hospital System, Harris Health System, Baylor College of Medicine, and UTHealth, the program provides a transformative educational experience that enhances student success and takes student careers to a higher level. 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.

Core Courses: 32 semester credit hours

ACCT 6301 Financial Accounting
ACCT 6202 Accounting for Managerial Decision Making and Control
BPS 6310 Strategic Management
FIN 6301 Financial Management
IMS 6304 International Business Management
MIS 6313 Managing IT in the Analytics Age
Executive MBA with an Emphasis in Healthcare Leadership and Management (for Physicians)

*53 semester credit hours minimum*

**Faculty**


**Associate Professors:** Mehmet Ayvaci, Nina Baranchuk, Zhonglan Dai, Rebecca Files, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Livia Markóczy, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Young U. Ryu, Harpreet Singh, David J. Springate, Upender Subramanian, Shaojie Tang, Kelsey D. Wei, Han (Victor) Xia, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

**Assistant Professors:** Sheen Levine, Radha Mookerjee, Alejandro Rivera Mesias, Christian Von-Drathen, Guihua Wang, Steven Xiao, Zhe (James) Zhang

**Associate Professors Emeriti:** J. Richard Harrison, Jane Salk

**Visiting Professor:** Emily Choi

**Clinical Professors:** John Barden, Britt Berrett, Abhijit Biswas, Shawn Carraher, Larry Chasteen, Howard Dover, John Gamino, Randall S. Guttery, William Hefley, Marilyn Kaplan, Peter Lewin, Jeffrey Manzi, John F. McCracken, Diane S. McNulty, Daniel Rajaratnam, Kannan Ramanathan, Mark Thouin, Habte Woldu, Fang Wu, Laurie L. Ziegler

**Clinical Associate Professors:** Shawn Alborz, Dawn Owens, Carolyn Reichert

**Clinical Assistant Professors:** Moran Blueshtein, Judd Bradbury, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Parneet Pahwa, Nassim Sohaee

**Professors of Instruction:** Semiramis Amirpour, Mary Beth Goodrich, Chris Linsteadt, Luell (Lou) Thompson
Overview

The Executive MBA with an Emphasis in Healthcare Leadership and Management (for Physicians) 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.

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: 18 semester credit hours

- **FIN 6301** Financial Management
- **IMS 6304** International Business Management
- **MECO 6303** Business Economics
- **MKT 6301** Marketing Management
- **OPRE 6301** Statistics and Data Analysis
- **OPRE 6302** Operations Management

The Executive MBA with an Emphasis in Healthcare Leadership and Management (for Physicians) is supported entirely by participant fees, and special admissions requirements apply. Further information may be obtained from the program website: apl.utdallas.edu.
Executive MBA with an Emphasis in Healthcare Leadership and Management (for Professionals)

53 semester credit hours minimum

Faculty


Associate Professors: Mehmet Ayvaci, Nina Baranchuk, Zhonglan Dai, Rebecca Files, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Lívia Markóczy, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Young U. Ryu, Harpreet Singh, David J. Springate, Upender Subramanian, Shaojie Tang, Kelsey D. Wei, Han (Victor) Xia, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

Assistant Professors: Sheen Levine, Radha Mookerjee, Alejandro Rivera Mesias, Christian Von-Drathen, Guihua Wang, Steven Xiao, Zhe (James) Zhang

Associate Professors Emeriti: J. Richard Harrison, Jane Salk

Visiting Professor: Emily Choi


Clinical Associate Professors: Shawn Alborz, Dawn Owens, Carolyn Reichert

Clinical Assistant Professors: Moran Blueshtein, Judd Bradbury, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Parneet Pahwa, Nassim Sohaee

Professors of Instruction: Semiramis Amirpour, Mary Beth Goodrich, Chris Linsteadt, Luell (Lou) Thompson

Associate Professors of Instruction: Amal El-Ashmawi, Ayfer Gurun, Maria Hasenhuttl, Jennifer G. Johnson, Hubert Zydorek

Assistant Professors of Instruction: Julie Haworth, Daniel Karnuta, Victoria D. McCrady

Professors of Practice: Tiffany A. Bortz, Alexander Edsel, Rajiv Shah, Keith Thurgood

Associate Professors of Practice: Richard Bowen, Jackie Kimzey, Margaret Smallwood, Steven Solcher, Kathy Zolton

Assistant Professors of Practice: Edward Meda, Timothy Stephens
Overview

The Executive MBA with an Emphasis in Healthcare Leadership and Management (for 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.

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: 18 semester credit hours

- **FIN 6301** Financial Management
- **IMS 6304** International Business Management
- **MECO 6303** Business Economics
- **MKT 6301** Marketing Management
- **OPRE 6301** Statistics and Data Analysis
- **OPRE 6302** Operations Management

The Executive MBA with an Emphasis in Healthcare Leadership and Management (for Professionals) is supported entirely by participant fees, and special admissions requirements apply. Further information may be obtained from the program website: [https://utdhealthcare.pro](https://utdhealthcare.pro)

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

53 semester credit hours minimum

Faculty

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.

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

Executive MBA with an Emphasis in Project Management

53 semester credit hours minimum

Faculty


**Associate Professors:** Mehmet Ayvaci, Nina Baranchuk, Zhonglan Dai, Rebecca Files, Michael Hasler, Dorothée Honhon, Bin Hu, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Maria Loumioti, Lívia Markóczy, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, H. Dennis Park, Harpreet Singh, David J. Springate, Upender Subramanian, Shaojie Tang, Shouqiang Wang, Kelsey D. Wei, Han (Victor) Xia, Yexiao Xu, Alejandro Zentner, Jiying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou, axq140430 ryoung

**Assistant Professors:** Khai Chiong, Rafael Copat, Soraya Fatehi, Andrew Frazelle, Ying Huang, Joonhwi Joo, Sora Jun, Jason Kautz, Tongil Kim, Sheen Levine, Meng Li, Christopher Mace, Samir Mamadehussene, Jean-Marie Meier, Zixuan Meng, Radha Mookerjee, Jedson Pinto, Ignacio Rios Uribe, Alejandro Rivera Mesias, Alessio Saretto, Simon Siegenthaler, Serdar Simsek, Shujing Sun, Xiaoxiao Tang, Shervin Tehrani, Ashwin Venkataraman, Christian Von-Drathen, Guihua Wang, Hongchang Wang, Pingle Wang, Junfeng Wu, Steven Xiao, Zhe (James) Zhang
Overview

The Executive MBA 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 elective courses from JSOM Executive degree programs.

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** Accounting for Managerial Decision Making and Control

**BPS 6310** Strategic Management
FIN 6301 Financial Management
IMS 6365 Cross-Culture 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

Elective Courses: 9 semester credit hours

Executive Education elective courses selected in consultation with your program advisor

Popular Options

BPS 6332 Strategic Leadership
OB 6370 Foundations of Organizational Consulting
OB 6372 The Business of Consulting
OB 6373 Organizational Consulting: Theory and Practice of System-Wide Interventions
OB 6374 Organizational Consulting: Theory and Practice of Individual and Team Interventions
OB 6377 The Neuropsychology of Leadership
OB 6382 Transformational Leadership

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Global Leadership Master of Business
Administration (GLEMBA) Program

53 semester credit hours minimum

Faculty

**Professor:** Gil Sadka

**Visiting Professor:** Emily Choi

**Clinical Professors:** John Barden, Pamela Foster Brady

**Clinical Associate Professor:** Carolyn Reichert

**Clinical Assistant Professors:** Judd Bradbury, Jeffery (Jeff) Hicks

**Professor of Instruction:** Luell (Lou) Thompson

**Associate Professor of Instruction:** Monica E. Brussolo

**Professor of Practice:** Keith Thurgood

**Associate Professors of Practice:** Nozar Hassanzadeh, Julie Lynch

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 an additional concentration or combination (optional) to obtain an in-depth knowledge in a specific business area depending on their interests. 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** Accounting for Managerial Decision Making and Control
- **BPS 6310** Strategic Management
- **FIN 6301** Financial Management
- **IMS 6365** Cross-Culture Communication and Management
  - or **IMS 6304** International Business Management
- **MIS 6313** Managing IT in the Analytics Age
International Management Concentration: 9 semester credit hours

All GLEMB students are required to select three courses, beyond the IMS core requirement, 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 - EMBA
- **FIN 6366** International Financial Management
- **IMS 6304** International Business Management
- **IMS 6365** Cross Cultural Communications and Management
- **OPRE 6366** Global Supply Chain Management

Elective Courses: 12 semester credit hours

All GLEMB students are required to take an additional 12 semester credit hours to satisfy the MBA 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).

**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**: Leadership matters at every level of organization, and at its core, leadership is the process of influencing others toward a common vision or purpose. In this concentration, students discover their personal leadership style as they develop and mature as a seasoned leader of
character that will drive and sustain personal, operational and organizational excellence.

**Project Management:** This concentration 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.

**Marketing:** Students learn to understand customers’ needs and purchase behaviors, how to satisfy those needs, and how to make a profit in competitive industries and markets. Topics include developing an effective marketing strategy, developing new products and managing different brands, and product categories. Students can also acquire expertise in pricing, advertising and promotions, market research, and retailing strategies.

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**Master of Science in Management Science - Executive Education**

*36 semester credit hours minimum*

**Faculty**

**Degree Requirements**

The Master of Science in Management Science (MS MSc) is a minimum 36 semester credit hours STEM (Science, Technology, Engineering and Mathematics) degree program that provides students with flexibility to customize and choose their own course of study by selecting a variety of masters courses and tracks offered by JSOM to satisfy the elective requirements.

To apply for this degree program, an undergraduate degree is required (all majors are considered). Students must maintain a 3.0 grade-point average (GPA) in both core courses and in all graduate courses taken in the degree program, excluding program prerequisites to qualify for the MS in Management Science degree. Students also can obtain a double MS MSc and MBA degree by successfully completing a minimum of 63 semester credit hours (if all prerequisites are met).

**Prerequisites**

Students pursuing the Master of Science in Management Science (MS MSc) degree program are required to complete one semester credit hour of MAS 6102 Professional Development course (except specialized Executive Education programs). However, executive education 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. In addition, knowledge of calculus is required and students who have not completed an undergraduate calculus course may satisfy the prerequisite by completing OPRE 6303 Quantitative Foundations of Business or request a waiver. This must be completed within the first semester 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). All program prerequisites must be satisfied within the first semester of graduate study as a degree-seeking student.
Course Requirements

Core Courses: 12 semester credit hours

Students must satisfactorily complete the following core courses.

- **MIS 6324** Business Analytics with SAS
- **MIS 6320** Database Foundations
- **OPRE 6301** Statistics and Data Analysis
- **OPRE 6332** Spreadsheet Modeling and Analytics

Elective Courses: 24 semester credit hours

As a highly flexible program, students may customize and choose their own course of study by selecting a variety of master's-level courses from any executive education online course/prefix or catalog year offered within JSOM to satisfy the elective requirements. Students are encouraged to focus in a concentration (optional) or each an academic certificate to obtain an in-depth knowledge in a specific business area depending on their interests. Internship may be waived with Departmental approval.

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.

**Healthcare Management:** The primary goal of this concentration is to prepare students for leadership positions in healthcare organizations. The healthcare concentration is cross-functional and industry focused. Courses include cases, projects and assignments that are centered on applying management skills to healthcare issues and organizations. Classes are taught by faculty and healthcare executives who bring special expertise and experience to the program.

**International Management:** In today's global economy, there is a need to develop skills in various international business environments. Students can take a multidisciplinary approach to study international management, with courses in finance, marketing, strategic management, and legal and cross-cultural management. These integrate concepts and theories with international policies and business practices and prepare students to succeed in developing successful international ventures.

**Leadership in Organizations:** 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.

**Marketing:** Students learn to understand customers' needs and purchase behaviors, how to satisfy those needs, and how to make a profit in competitive industries and markets. Topics include developing an effective marketing strategy, developing new products and managing different brands, and product categories. Students can also acquire expertise in pricing, advertising and promotions, market research, and retailing strategies.

**Strategic Management:** This concentration focuses on corporate level strategic management, including implementation of strategic designs, top management team leadership, the strategic implications of the social, governmental, technological, and international environments, organization structuring, and strategic alliances. Students will learn how to integrate accounting, finance, economics and organization theory to create sustainable competitive advantage.

**Supply Chain Management:** Students specializing in supply chain management gain an analytical understanding of how to leverage profits by continuously improving business processes. Effective integration of customers, suppliers, factories and stores through the coordination of various functional areas (marketing, finance, procurement) is an important theme. The area emphasizes using incentives, contracts and information technologies to foster efficiency and success.

The Executive Education MS Management Science program will follow the MS MSci accreditation reporting plan.


Understand and apply Business Analytics concepts, methods, and techniques in solving data-driven business problems ([MIS 6324](https://catalog.utdallas.edu/2022/graduate/programs/jsom/executive-education)).

Analyze large data sets to develop solutions to tactical and strategic perspective of organization using conceptual data modeling with the entity-relationship diagram, relational data model, database queries (SQL), and data warehousing ([MIS 6320](https://catalog.utdallas.edu/2022/graduate/programs/jsom/executive-education)).

**Graduate Certificate 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 Business Administration (MBA) degree or an MS degree in Leadership and Organization Development.

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

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

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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 JSOM's 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

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
Master of Science in Supply Chain Management - Executive Education

36 semester credit hours minimum

Faculty

Clinical Professors: Peter Lewin, Divakar Rajamani
Clinical Associate Professors: Carolyn Reichert, Ramesh Subramonian
Clinical Assistant Professor: Jeffery (Jeff) Hicks
Associate Professors of Practice: Nozar Hassanzadeh, Steven Solcher, Kathy Zolton

Overview

A Master of Science in Supply Chain Management - Executive Education 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 MS 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 Accounting for Managerial Decision Making and Control
FIN 6301 Financial Management
IMS 6365 Cross-Culture Communication and Management
OB 6301 Organizational Behavior
OPRE 6301 Statistics and Data Analysis
Graduate Certificates and Degree Programs with an Emphasis in Healthcare Leadership and Management

Master of Science in Healthcare Leadership and Management with an Emphasis for Physicians - Executive Education

36 semester credit hours minimum

Faculty


Associate Professors: Mehmet Ayvaci, Nina Baranchuk, Zhonglan Dai, Rebecca Files, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Lívia Markóczy, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Young U. Ryu, Harpreet Singh, David J. Springate, Upender Subramanian, Shaojie Tang, Kelsey D. Wei, Han (Victor) Xia, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

Assistant Professors: Sheen Levine, Radha Mookerjee, Alejandro Rivera Mesias, Christian Von-Drathen, Guihua Wang, Steven Xiao, Zhe (James) Zhang

Associate Professors Emeriti: J. Richard Harrison, Jane Salk

Visiting Professor: Emily Choi

Clinical Associate Professors: Shawn Alborz, Dawn Owens, Carolyn Reichert

Clinical Assistant Professors: Moran Blueshtein, Judd Bradbury, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Parneet Pahwa, Nassim Sohaee

Professors of Instruction: Semiramis Amirpour, Mary Beth Goodrich, Chris Linsteadt, Luell (Lou) Thompson

Associate Professors of Instruction: Amal El-Ashmawi, Ayfer Gurun, Maria Hasenhuttl, Jennifer G. Johnson, Hubert Zydorek

Assistant Professors of Instruction: Julie Haworth, Daniel Karnuta, Victoria D. McCrady

Professors of Practice: Tiffany A. Bortz, Alexander Edsel, Rajiv Shah, Keith Thurgood

Associate Professors of Practice: Richard Bowen, Jackie Kimzey, Margaret Smallwood, Steven Solcher, Kathy Zolton

Assistant Professors of Practice: Edward Meda, Timothy Stephens

Senior Lecturers: Thomas (Tom) Henderson, Joseph Mauriello, Prithi Narasimhan, Matt Polze, Robert Wright

Overview

The Master of Science in Healthcare Leadership and Management with an Emphasis for Physicians - Executive Education 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 semester 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

- HMG 6401 Negotiation and Conflict Management in Healthcare
- HMG 6402 Financial Management of Healthcare Organizations
- HMG 6403 Medical Cost and Performance Management
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>HMGT 6404</td>
<td>Quality and Performance Improvement in Healthcare</td>
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<tr>
<td>HMGT 6405</td>
<td>Healthcare Information Management and Technology</td>
</tr>
<tr>
<td>HMGT 6406</td>
<td>Strategic Management of Healthcare Organizations</td>
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<td>HMGT 6407</td>
<td>Healthcare Policy and Regulation</td>
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<tr>
<td>HMGT 6408</td>
<td>Competencies of Effective Leaders</td>
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<tr>
<td>HMGT 6410</td>
<td>Leading in Complex Organizations</td>
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<tr>
<td>HMGT 6V10</td>
<td>Special Topics in Healthcare Management</td>
</tr>
<tr>
<td>HMGT 6V15</td>
<td>Self-Directed Field Study</td>
</tr>
</tbody>
</table>

The Master of Science in Healthcare Leadership and Management with an Emphasis for Professionals - Executive Education is supported entirely by participant fees, and special admissions requirements apply. Further information may be obtained from the program website: apl.utdallas.edu.

**Master of Science in Healthcare Leadership and Management with an Emphasis for Professionals - Executive Education**

*36 semester credit hours minimum*

**Faculty**


**Associate Professors:** Mehmet Ayvaci, Nina Baranchuk, Zhonglan Dai, Rebecca Files, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Lívia Markóczy, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Young U. Ryu, Harpreet Singh, David J. Springate, Upender Subramanian, Shaqie Tang, Kelsey D. Wei, Han (Victor) Xia, Yexiao Xu, Alejandro Zentner, Jiying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

**Assistant Professors:** Sheen Levine, Radha Mookerjee, Alejandro Rivera Mesias, Christian Von-Drathen, Guihua Wang, Steven Xiao, Zhe (James) Zhang

**Associate Professors Emeriti:** J. Richard Harrison, Jane Salk

**Visiting Professor:** Emily Choi

**Clinical Professors:** John Barden, Britt Berrett, Abhijit Biswas, Shawn Carraher, Larry Chasteen, Howard
Clinical Associate Professors: Shawn Alborz, Dawn Owens, Carolyn Reichert

Clinical Assistant Professors: Moran Blueshtein, Judd Bradbury, Jeffery (Jeff) Hicks, Kristen Lawson, Liping Ma, Ravi Narayan, Parneet Pahwa, Nassim Sohaee

Professors of Instruction: Semiramis Amirpour, Mary Beth Goodrich, Chris Linsteadt, Luell (Lou) Thompson

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Professors of Practice: Tiffany A. Bortz, Alexander Edsel, Rajiv Shah, Keith Thurgood

Associate Professors of Practice: Richard Bowen, Jackie Kimzey, Margaret Smallwood, Steven Solcher, Kathy Zolton

Assistant Professors of Practice: Edward Meda, Timothy Stephens

Senior Lecturers: Thomas (Tom) Henderson, Joseph Mauriello, Prithi Narasimhan, Matt Polze, Robert Wright

Overview

The Master of Science in Healthcare Leadership and Management with an Emphasis for Professionals - Executive Education is a minimum 36 semester credit hours degree program that prepares students for roles in the leadership and management of the U.S. healthcare industry. Offered in partnership with both UT Southwestern and the Parkland Health & Hospital System, this program allows the Jindal School students to experience real world scenarios in preparation for their chosen careers.

Students of the MS in Healthcare Leadership and Management Program gain a comprehensive understanding of healthcare organization and delivery through (9) healthcare-specific core courses (27 semester credit hours). Students have the option to focus in on a specific area based on their interests and obtain an in-depth knowledge in a specific industry domain through the remaining (3) elective courses (9 semester credit hours). To apply for this degree program, an undergraduate degree is required (all majors are considered). Students must maintain a 3.0 grade-point average (GPA) in both core courses and in all graduate courses taken in the degree program, excluding program prerequisites to qualify for the MS degree. Students also have an option to obtain a double MS and MBA degree by taking a minimum of 63 semester credit hours (assuming they meet all the degree requirements for both programs). Prerequisite

Students pursuing the Master of Science in Healthcare Leadership and Management degree program are required to complete one semester credit hour of MAS 6102 Professional Development course. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA). All program prerequisites must be satisfied within the first semester of graduate study as a degree-seeking student.
The Healthcare Leadership and Management for Healthcare Professionals Curriculum:

Core Courses: 27 semester credit hours

- **HMGT 6311** Healthcare Financial and Operations Accounting
- **HMGT 6320** The American Healthcare System
- **HMGT 6321** Strategic Leadership of Healthcare Organizations
- **HMGT 6323** Healthcare Informatics
- **HMGT 6324** Healthcare Negotiation and Dispute Resolution
- **HMGT 6325** Healthcare Operations Management
- **HMGT 6330** Healthcare Law, Policy and Regulation
- **HMGT 6331** Healthcare Economics
- **HMGT 6332** Quality Improvement in Healthcare: Six Sigma and Beyond

Elective Courses: 9 semester credit hours

- **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 6408** Competencies of Effective Leaders
- **HMGT 6410** Leading in Complex Organizations
- **HMGT 6V15** Self-Directed Field Study
- **HMGT 6V99** Special Topics in Healthcare Management

The Master of Science in Healthcare Leadership and Management with an Emphasis for Professionals - Executive Education is supported entirely by participant fees, and special admissions requirements apply. Further information may be obtained from the program website: apl.utdallas.edu.

Return to Executive Education Menu
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 semester credit hours)
  b. Organizational Consulting (12 semester credit hours)
  c. Strategic HR (12 semester credit hours)
  d. Transformational Leadership (12 semester 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 - Executive Education

36 semester credit hours minimum

Overview

The Master of Science in Leadership and Organizational Development - Executive Education 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 6342** Organizational Diagnosis
- **OB 6344** Organizational Development: Bridging Theory and Practice
- **OB 6345** The Dynamics of Interpersonal Relationships
- **OB 6377** The Neuropsychology of Leadership
- **OB 6382** Transformational Leadership
- **OB 6384** Managing Conflict in Personal and Professional Settings
- **BPS 6332** Strategic Leadership

Master of Science in Leadership and Organizational Development with an Emphasis in Project Management -
Executive Education

36 semester credit hours minimum

Faculty

Overview

The Master of Science in Leadership and Organizational Development with an Emphasis in Project Management - Executive Education 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 6347** Small Group Dynamics
**OB 6377** The Neuropsychology of Leadership
**BPS 6332** Strategic Leadership

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**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 Methods

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 Professors: Robert Hicks, Van Latham

Overview

In the Organizational Consulting Certificate Program, students will learn how to be an effective internal or external organizational consultant. Specific content areas in the course include 1) defining your value proposition and brand, 2) setting a strategy and a supporting operating model for your practice or department, 3) building business cases to sell and propose work to external or internal clients, 4) executing the end-to-end, entry to exit consulting process to deliver high-quality work, 5) delivering consulting solutions across different functional disciplines and industry sectors, and 6) displaying high ethics and professional consulting skills. A wide variety of professionals benefit from the course content, including business leaders looking to adopt a more consultative approach in the work, HR professionals who desire in-depth content to build their human capital consulting skills, staff professionals working
inside a company who coach, advise and influence internal clients (e.g., Finance Managers, Project Managers), technical experts that have consulting requirements as a part of their job responsibilities (e.g., IT professionals), external coaches who are looking to expand their capability in organizational consulting, and independent consultants or consultants who work in boutique practices who need content, tools and techniques to increase their consulting capabilities.

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 of Organizational Consulting
- **OB 6371** Theory and Practice of Organizational Consulting
- **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 Professors: Robert Hicks, Van Latham
Overview

Negotiation and Mediation certificate courses are taught entirely online supplemented with webinars and expert forums as part of a comprehensive asynchronous program. The Negotiation and Mediation certificate is for professionals who wish to be lead negotiators on business, community, and international topics, as well as those who are interested in taking a third-party mediator role in a wide range of business, family, community, governmental, and international topics. As part of this certificate program, students will also examine the leading theories of conflict and conflict management strategies.

Course Requirements

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

Negotiation and Mediation Courses: 12 semester credit hours

- **OB 6332** Negotiation and Dispute Resolution
- **OB 6375** Mediation Process and Practices
- **OB 6384** Managing Conflict in Personal and Professional Settings

In addition, one of the following two courses is required:

- **OB 6345** The Dynamics of Interpersonal Relationships
- **OB 6329** Current Topics in Negotiation and Mediation

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 Strategic Human Resources (HR)

12 semester credit hours minimum

Faculty

Clinical Professors: Robert Hicks, Van Latham

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 6378** Business Models and Systems
- **OB 6379** Culture and The Employee Value Proposition
- **OB 6380** Viewing Organizations as Systems

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
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 Professors:** Robert Hicks, Van Latham, Larry Norton

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 6348** Leadership Concepts and Practices
- **OB 6377** The Neuropsychology of Leadership
- **OB 6382** Transformational Leadership
- **BPS 6332** Strategic 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: 9 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: 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.

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

*36 semester credit hours*

The Systems Engineering and Management Executive Education MS-SEM is a joint program offered by the Erik Jonsson School of Engineering and Computer Science and the Naveen Jindal School of Management. 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.

**ECS Faculty**

- **Professors:** Stephanie Adams, S.O. Reza Moheimani, Mark W. Spong, Steve Yurkovich
- **Assistant Professors:** Waseem Abbas, Justin Ruths
- **Chair Emeritus:** Mathukumalli Vidyasagar
- **Professor of Instruction:** Nhut Nguyen

**JSOM Faculty**

- **Professors:** Alain Bensoussan, Gregory G. Dess, Mike W. Peng
- **Associate Professors:** Surya N. Janakiraman, Robert L. Kieschnick Jr., David J. Springate
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
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 Lifecycle Cost Analysis
- **SYSM 6327** Systems Reliability
- **SYSM 6328** Computer and Networks Systems Security

**Management Elective 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 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 Platforms

**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
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 Platforms

**SYSM 6337** Accounting for Managers

Return to Executive Education Menu

1. For the Doctor of Business Administration, students will repeat the Research Topics course for a maximum of three times resulting in 9 semester credit hours. Each offering will cover a new set of readings in the area to cover the breadth and depth of material in a particular area and research topic chosen leading to the student's dissertation.
2. IMS 6365 Cross-Culture Communication and Management can be substituted for IMS 6304 International Business Management for the Healthcare Organization Leadership EMBA degree program.

3. HMGT 6331 Healthcare Economics can be substituted for MECO 6303 Business Economics for the Healthcare Organization Leadership EMBA degree program.

4. HMGT 6331 Healthcare Economics can be substituted for HMGT 6330 Healthcare Law, Policy and Regulation for the Healthcare Organization Leadership MS degree program.

5. OB 6348 Leadership Concepts and Practices is completed in the certificate phase for the Graduate Certificate in Transformational Leadership.

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