

The background of the page features a large, faint watermark of the Rice University seal. The seal is circular and contains the text 'RICE UNIVERSITY' at the top and '1826' at the bottom. In the center of the seal is a figure, likely a person, and there are other smaller details within the seal's border. The entire page has a dark blue background with various business-related terms like 'LEADERSHIP', 'EDUCATION', 'DEVELOPMENT', 'PROGRESS', 'MANAGEMENT', 'STRATEGY', 'OPPORTUNITY', and 'SKILLS' scattered in a lighter blue, semi-transparent font.

RICE UNIVERSITY EXECUTIVE EDUCATION

Program Catalog



RICE UNIVERSITY

Executive Education

As global markets converge, successful businesses adapt to meet new challenges. With over 50 programs annually, working executives at all levels have the opportunity for development in a range of disciplines and formats. Choose individual programs for targeted learning, dig deeper through a series of programs leading to a certificate, or join our exclusive Accelerated Development Program (ADP) for strategic leaders. Organizations can elect for customized programming designed against specific outcomes.

By cultivating a diverse community of learning and leadership, Rice University Executive Education continues to provide the highest quality experience from world-class faculty. Join us in Houston, Texas as we transform business thought.

CAREER ADVANCEMENT IN FLEXIBLE FORMATS

Individual Open Enrollment Programs provide participants with detailed, engaging instruction on a specific topic in order to sharpen business acumen. These classes are one to three days in length and are ideal for individual learning in subjects such as leading teams, decision making and negotiations. Some programs within a discipline can be combined to earn a certificate in leadership. Course descriptions can be found in certificate program sections.

Certificate Programs engage participants more profoundly in a discipline or industry focus. Receive a well-rounded view of health care management, leadership or finance and accounting. Certificates are held either as a one-week immersion or series of two-day programs with application over a few months. After the required programs are complete, certificate graduates will have a new set of tools to succeed.

The Accelerated Development Program (ADP) is an intense learning journey for high potential leaders preparing for general management positions. Featuring experiential learning activities, case studies and sessions with professional executive coaches, participants will graduate on a path to greater personal and organizational effectiveness. ADP takes place over two one-week sessions separated by an intersession.

Custom Programs align individual companies' strategic goals with the expertise of the Jones Graduate School of Business. Designed with a target audience and a defined organization challenge, programs are personalized to the learning methods, schedule and location of client choice.

Please note that program dates and prices are subject to change. Visit business.rice.edu/ee for the most up-to-date information.



OPEN ENROLLMENT COURSE: NEGOTIATIONS

We negotiate all the time — with bosses, friends, clients, spouses, colleagues, vendors and others. Although negotiations are a daily occurrence, many of us know little about the factors that influence negotiation processes and outcomes. Through a series of exercises, this program will help participants become better negotiators by better understanding people and situations, corresponding negotiating strategies and influencing techniques. The results of these exercises will be posted and debriefed so that the class can learn from everyone's experience. Participants will leave the program with a set of negotiation principles based in research and the capability to apply them to enhance personal gains in negotiations while simultaneously sustaining long term relationships.

Who Should Attend

Individuals at all levels seeking to build confidence and business results through enhanced negotiation capabilities.

Program Objectives

- Build awareness of the values, motivations and psychological biases that drive people's behaviors in negotiations and conflict situations
- Familiarity with the basic skills, concepts and principles that enable better negotiation outcomes in a variety of contexts
- Discuss recent empirical research findings on negotiations and related topics
- Engage in exercises and simulations that illustrate important elements and aspects of negotiation situations
- Apply frameworks and techniques that can have a positive impact on both personal and professional life

Instructor: Hajo Adam, Ph.D.

Tuition: \$2,500*

Location: Houston, TX

** Includes all educational materials, instruction, breakfasts, lunches, snacks, parking and a commemorative gift.*



CERTIFICATE IN LEADERSHIP

Leaders at all levels take initiative, think and plan strategically and overcome obstacles to impact the bottom line. The Graduate Certificate in Leadership is designed to help participants put effective, collaborative methods of leadership to work in their organizations and leverage the leadership potential of all members of their teams. Participants will focus on developing their own skills, as well as exploring strategies for building a high performing team, overcoming communication challenges, managing change in the workplace and building the organizational future. Programs will feature discussion, cases, assessments and simulation to drive immediate application of frameworks upon returning to work.

Who Should Attend

The certificate is designed for leaders of all levels who aspire to become more effective in taking on greater leadership challenges; particularly suitable for first-time managers and those transitioning into roles with greater leadership responsibilities.

Program Topics

The certificate consists of four programs to be completed within 12 months. Participants can enter the certificate program at any time and can take programs in any order.

- Essentials of Leadership
- Strategic Decision Making and Critical Reasoning
- Leading Change
- Leading and Managing High Performance Teams

Individuals who do not want to pursue the full certificate can take any course as open enrollment.

.....

Length: 8 days (Four two-day programs)

Tuition: \$9,000*

Location: Houston, TX

** Includes all educational materials, instruction, breakfasts, lunches, snacks, parking, commemorative gift and a certificate of completion.*

ESSENTIALS OF LEADERSHIP (2 DAYS, \$2,500)

Highly successful companies have leadership at all levels, and this program will consider the differences between leadership and management. By examining personal style and disposition, participants will identify the areas of their management style that are strengths and will support their transition into greater levels of responsibility and, perhaps more importantly, identify critical development areas that may hinder their future performance.

STRATEGIC DECISION MAKING AND CRITICAL REASONING (2 DAYS, \$2,500)

The best designed process and technical mastery does not necessarily lead to optimal decisions and outcomes, yet career success is often linked to competence in high stakes decision making. After understanding the core elements of individual and group reasoning, participants become more attune to unconscious bias through cases, short role plays and a personal assessment on the role of emotions.

LEADING CHANGE (2 DAYS, \$2,500)

Most change initiatives fail to meet their intended objectives. Discover how to lead successful change through diagnosis, stakeholder analysis, influence and adaptation. Participants learn how to navigate common pitfalls and foster widespread participation using case studies and experiential learning.

LEADING AND MANAGING HIGH PERFORMANCE TEAMS (2 DAYS, \$2,500)

High achieving teams focus the creative energy of individuals towards an outcome, while ineffective teams are hampered by internal conflict and poor decision-making. By analyzing the characteristics of high performing teams and understanding the ripple effects of individual preference, participants will leave the course with techniques to successfully organize teams, create organizational enablers, manage conflict and drive success.

CERTIFICATE IN FINANCE AND ACCOUNTING

Manage your bottom line — don't let it manage you. Intended for non-financial managers, the Graduate Certificate in Finance and Accounting will demystify the attributes of financial success and develop a well-rounded understanding of language and requirements of financial expectations and performance. Participants are led by our faculty experts through class exercises utilizing Excel, case analysis and instructor lectures. Learn the language to better communicate with finance professionals in the organization by utilizing financial reports and methods to evaluate growth and strategy.

Who Should Attend

The certificate will benefit those who are new to financial concepts and techniques as well as technical professionals looking to update skills in basic finance and accounting. It is particularly applicable to individuals with backgrounds in functional areas such as marketing, sales, manufacturing, HR and engineering.

Program Topics

The certificate consists of one session of 4.5 days and participants complete the entire week to graduate. For more information, please consult the agenda on the next page.

- Financial Statement Analysis
- Financial Reporting & Ratio Analysis
- Capital Budgeting
- Evaluation of Growth
- Managing Earnings for Long-term Performance
- Implications of Performance Metrics

Length: 4.5 consecutive days

Tuition: \$4,995*

Location: Houston, TX

** Includes all educational materials, instruction, breakfasts, lunches, snacks, parking, commemorative gift and a certificate of completion.*

ACCOUNTING (1.5 DAYS)

The first part of the certificate focuses on accounting and builds the foundation for participants to understand the significance and use of information in financial reports relative to management decisions. Participants will learn the relationships between the primary financial statements, the importance of accrual accounting concepts and the differences between income, cash flow, assets and expenses.

FINANCE (1.5 DAYS)

The finance portion deals with managing growth, earnings and cash with a firm's weighted average cost of capital, and its relation to both Economic Value Added (EVA) and capital expenditure analysis. Participants will understand the effect of growth on earnings and cash to determine optimal growth, determine a firm's cost of capital, and relate capital to the distinction between earnings and economic profit.

STRATEGIC EXECUTION (1.5 DAYS)

Strategic execution concentrates the knowledge garnered from the first two sessions in understanding how companies' strategies and operational execution are revealed in financial statements. Participants develop a systematic performance evaluation methodology that provides the foundation for assessing current and future economic prospects.

SAMPLE AGENDA

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Financial Statements & Key Financial Ratios	Financial Reporting Environment	Evaluation of Capital Investment Options	Earnings Management Techniques	Evaluating Financial Performance
Accrual Accounting Concepts	Determining Cost of Capital and Equity	Capital Investment Decisions	Corporate Transfers and Mergers	

CERTIFICATE IN HEALTH CARE MANAGEMENT

**JOINTLY PROVIDED BY: RICE UNIVERSITY AND BAYLOR COLLEGE OF MEDICINE
PRESENTED BY: RICE UNIVERSITY**

With the changing face of medicine today, health care professionals are forced to wear two hats: one medical and one management. The Graduate Certificate in Health Care Management brings together world class management faculty from the Jones Graduate School of Business to effectively teach leading-edge business theory and its application to health care. In the shadow of Houston's medical center, participants will learn from management experts about the business topics relevant and critical to the health care industry and develop skills in a variety of management competencies.

Who Should Attend

This certificate has been developed for physician executives and other senior health care administrators, including nurse executives, medical directors, and senior administrators in hospitals, group practice and health insurance organizations. All participants should have a background in health care and are currently in a leadership position or expected to take up a leadership position in the near future.

Program Topics

The certificate consists of six two-day programs that must be completed within two program cycles.

- Leadership and Teams: Balancing Management and Clinical Skills
- Strategy Formulation and Competitive Analysis: Health Care Perspective
- Strategic Marketing and Patient Management
- Financial Decision Making and Reporting for Health Care Organizations
- Health Care Process Mapping and Quality Improvement
- Negotiating with and Influencing People

Length: 12 days (Friday-Saturday, once per month, six months)

Tuition: \$11,250*

Location: Houston, TX

** Includes all educational materials, instruction, breakfasts, lunches, snacks, parking, commemorative gift and a certificate of completion.*

LEADERSHIP AND TEAMS: BALANCING MANAGEMENT AND CLINICAL SKILLS

(2 DAYS)

The certificate begins with a focus on the personal characteristics of effective leaders and the difficulties of shifting perspective from a technical or clinical contributor to leader. After studying how leadership style fits into a workplace climate and culture, participants will receive feedback from an assessment to understand how their actions affect the motivation and engagement of direct reports. The program will also examine how to manage constructive conflict and collaboration in diverse teams to improve the team decision-making process.

STRATEGY FORMULATION AND COMPETITIVE ANALYSIS:

HEALTH CARE PERSPECTIVE (2 DAYS)

To generate value and sustain competitive advantage, participants examine the core concepts and analytical techniques of strategic management. Alliances, changing regulatory environment and new product launches will be studied both from a broad multi-industry and a health care perspective. Key frameworks that assist in the development, evaluation and implementation of value-creating strategies that enable growth will be discussed.

STRATEGIC MARKETING AND PATIENT MANAGEMENT (2 DAYS)

Develop a patient-focused approach to marketing using key marketing frameworks including segmentation, targeting and positioning. Participants will identify the key benefits that affect care and satisfaction issues for different patient segments as well as integrate branding strategies for internal and external communications. Successful application of marketing concepts leads to improved perception of brand, patient satisfaction and patient loyalty.

FINANCIAL DECISION MAKING AND REPORTING FOR HEALTH CARE ORGANIZATIONS

(2 DAYS)

Financial health allows organizations to continually improve patient care, and basic skills of financial interpretation and analysis will allow for optimal management of capital. Health care related financial statements will serve as cases to evaluate operating unit performance and evaluate investment opportunities. Participants will learn methods for collecting and using internal and external accounting data for decision making purposes and capital budgeting.

HEALTH CARE PROCESS MAPPING AND QUALITY IMPROVEMENT (2 DAYS)

Participants learn to understand, analyze, standardize and improve critical hospital-based health care processes, while increasing efficiency and maintaining patient safety and satisfaction. The definition, measurement and enhancement of health care quality and safety will receive special emphasis, with examples of several quality improvement techniques such as Six Sigma or Total Quality Management. From the fundamental components of supply chains, analytical tools will be used to map and examine patient care.

NEGOTIATING WITH AND INFLUENCING PEOPLE (2 DAYS)

Diagnose individual competency and style, prepare a health care context and practice negotiation in a fast-paced, interactive environment. Participants sharpen their skills and learn to systematically prepare for a variety of situations, including breaking a deadlock. The certificate ends with practical insights and techniques on how to negotiate, resolve conflict, promote objectives and influence people in health care settings.

THE ACCELERATED DEVELOPMENT PROGRAM (ADP)

Early career success often comes through mastery of a function or domain, and the transition to general manager role calls for a more comprehensive, broader perspective that can be difficult to navigate. Volatile markets and fast-paced change require managers who quickly adapt to new expectations and responsibilities, and the Accelerated Development Program is designed to help participants sharpen their enterprise leadership skills, build financial acumen and gain a deeper understanding of strategy and execution. This exclusive program combines leadership assessments, case studies, action planning and executive coaching to prepare participants to accelerate their performance.

Who Should Attend

Individuals with seven or more years of experience in a managerial role or technical leadership track benefit most from the program. Applicants come from a wide range of industries and functions to join this rigorous and interactive two-week educational experience.

Program Topics

The program consists of two one-week sessions separated by an inter-modular break. During the break, participants will implement action plans designed to apply the insights gained during the program and receive one-on-one coaching to address challenges. The program director serves as an orchestrator over the entire experience to link program themes to critical development areas.

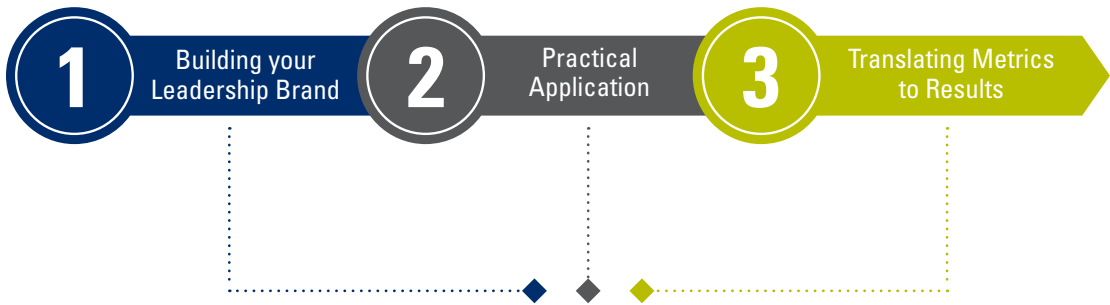
Length: 10 days (Two weeks separated by an intersession)

Tuition: \$13,500*

Location: Houston, TX

** Includes all educational materials, instruction, coaching, breakfasts, lunches, snacks, parking, commemorative gift and a certificate of completion.*

PROGRAM ARCHITECTURE



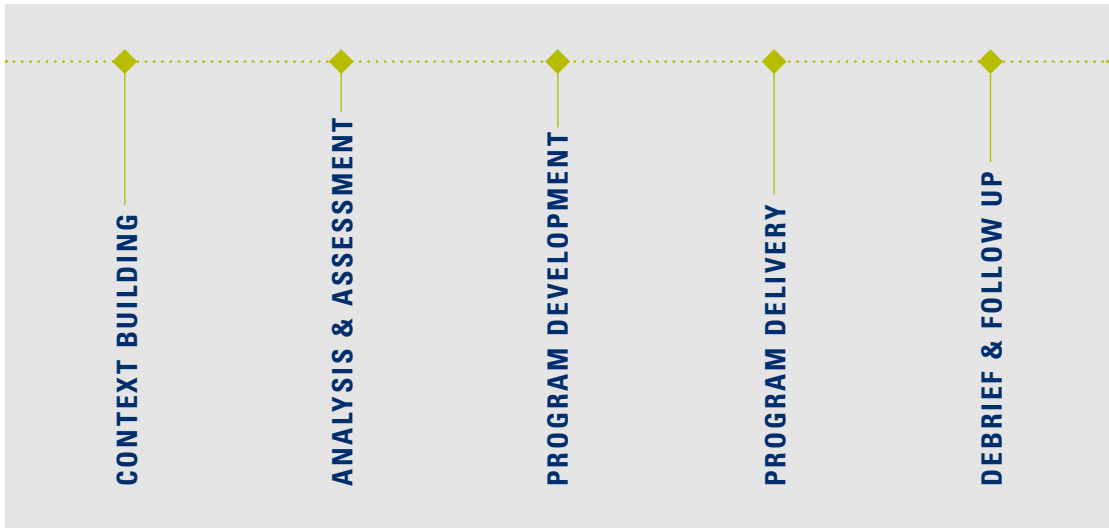
Improved Performance
Lasting Change
Integrated Leadership

SAMPLE AGENDA

WEEK 1: INDIVIDUAL LEADER TO ORGANIZATIONAL STRATEGIST	INTER-MODULAR BREAK	WEEK 2: FINANCIAL ACUMEN AND ORGANIZATIONAL EXECUTION
<p>Program Introduction and Context</p> <p>Leadership for High Potential Managers</p> <p>Leadership Style and Adaptability</p> <p>Managing Talent for Performance</p> <p>The Leader as Coach</p> <p>Leading High Performance Teams</p> <p>Strategy Formulation</p> <p>Executive Coaching</p> <p>Developing an Action Plan with Coaches</p>	<p>Implementation of Action Plan</p>	<p>The Current Economic Outlook</p> <p>Financial Statement Analysis</p> <p>Financial Reporting</p> <p>Valuation and Capital Budgeting</p> <p>Creating Value for Shareholders</p> <p>Strategic Decision Making</p> <p>Creating Alignment for Implementation</p> <p>Managing Complex Change</p> <p>Integration of Individual and Organizational Perspective</p> <p>Refinement of Action Plan</p>

CUSTOM CORPORATE PROGRAMS

Rice University Executive Education delivers customized programs for large and small organizations in a variety of industries. Whether confronting capabilities of a general nature, such as strengthening leadership skills, or more specific challenges, such as handling the transition to a new technology, we design an optimized learning experience to address organizational performance. After deeply understanding the organization's strategy and learning needs through a discovery process, program implementation is flexible to the client's desired time, location and budget.



PARTIAL CLIENT LIST *(Current and Past)*

Anheuser-Busch, Inc	Fidelity Investments	SABRE
Army & Air Force Exchange	Fluor	SBC
Baylor College of Medicine	Halliburton	Schlumberger
Bechtel Corporation	Houston Astros	Shell Oil Company
BMC Software	Houston Independent School District	Southwestern Energy Company
BP	Houston Texans	Tenaris
CB&I	Hewlett Packard	United Space Alliance
Chevron Texaco	KBR	University of Texas Medical School
Comfort Systems	Marathon Oil Company	Unocol Corporation
ConocoPhillips	Memorial Hermann	U.S. Customs
Continental Airlines	MD Anderson Cancer Center	U.S. Postal Service
Dow Chemical Company	National Oilwell Varco	Warner-Lambert Company
Exxon Mobil	NASA Johnson Space Center	Xerox Corporation
Federal Reserve Bank	NRG Energy, Inc.	

WHAT OUR STUDENTS ARE SAYING ABOUT EXECUTIVE EDUCATION

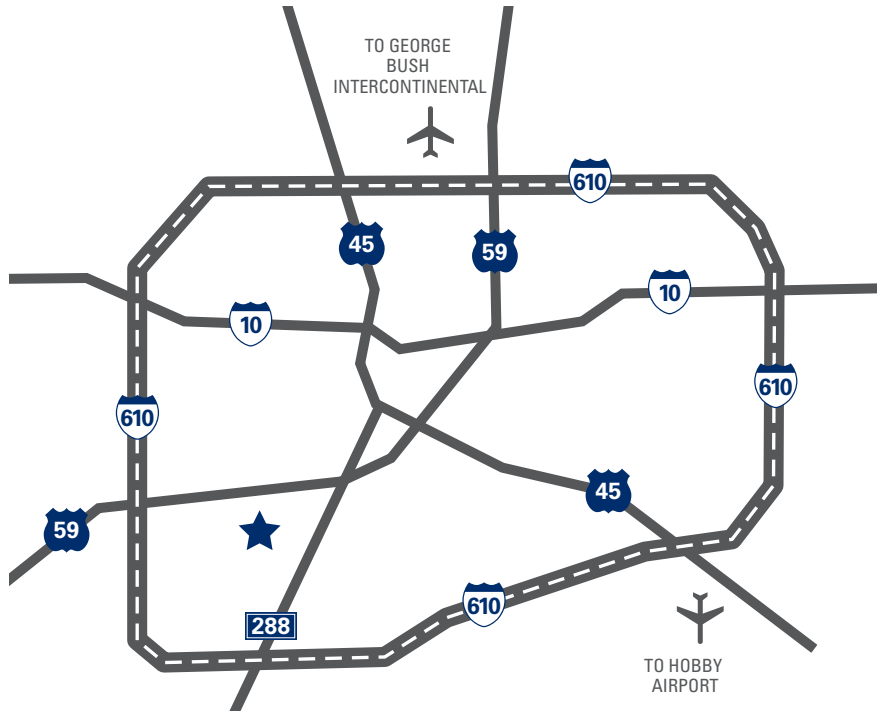
“I had expected to see a lot of repackaged, management soft skills material...that is not the case”

“Because of the program I am much more strategic in my thinking when negotiating, managing change and navigating the organization’s infrastructure”

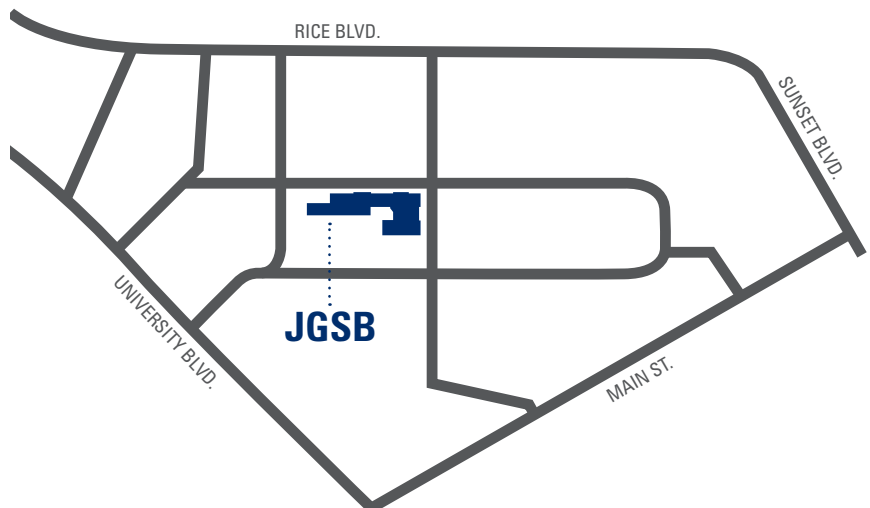
LOCATION

The Jones Graduate School of Business is nestled between the Houston Medical Center and Downtown Houston, with easy access from both of Houston's airports. For participants requiring accommodation during a program, neighboring hotels offer discounted rates and shuttle buses to campus.

HOUSTON



RICE CAMPUS



Registration

Registration is available online at business.rice.edu/ee. Upon receipt of registration, a team member will contact participants with acceptance and payment information. Once payment is received, a participant is enrolled.

Discounts

Organizations sending multiple participants to the same program or certificate may be eligible for discounts. Please contact us for details.

Cancellation Policy

Attendance at a Rice University Executive Education program requires significant advance preparation. Written notice of cancellation must be received more than 30 days prior to the program start date to be eligible for a full refund less a 6% administrative fee. At Rice University Executive Education's discretion, qualified substitutes for confirmed registrations may be accommodated prior to the program start date with written notice and will incur no fee for substitution. Notice given after 30 days prior to the program will not be eligible for a refund.

Rice MBA

In addition to non-degree programming, the Jones Graduate School of Business offers a top-ranked business degree in three formats: MBA, MBA for Executives and MBA for Professionals. These rigorous programs have similar curricula and last approximately 22 months; however, they are provided in different formats to allow student to either make a full-time commitment to their education or pursue a degree without career interruption. Qualified applicants must have a college degree and GMAT score. More information can be found at business.rice.edu.

Contact Information

Rice University Executive Education
Jones Graduate School of Business, MS-531
6100 Main Street
Houston, TX 77005
Phone: +1 713 348 6060 or +1 888 332 4989
Email: RUEE@rice.edu



RICE
EXECUTIVE
EDUCATION

Janice & Robert McNair Hall – MS 531 | 6100 Main Street Houston, Texas 77005 | 713-348-6060

REGISTER ONLINE TODAY AT [BUSINESS.RICE.EDU/EE](https://business.rice.edu/ee)