

THE THOROUGHNESS OF THE JONES SCHOOL'S MBA PROGRAM AND THE TEAMWORK SKILLS SHE DEVELOPED AS A STUDENT ENABLED ARTHUR ANDERSEN PARTNER ANGELA MINAS TO EXCEL IN CONSULTING.

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ANGELA MINAS, RICE MBA '87;
PARTNER,
ARTHUR ANDERSEN BUSINESS CONSULTING, HOUSTON



In leading Arthur Andersen's oil and gas consulting practice, Angela Minas relies daily upon the diverse skills she gained in the Jones School's MBA program. "If you're going into investment banking or accounting, you may only use pieces of an MBA curriculum; but consulting is very broad," she says. "The thoroughness of the Jones School's program enabled me to become a better consultant." Angela's Rice experience also prepared her to adapt to today's team-oriented business approach. "Today, all successful consulting companies are team-oriented, with members from the company and the client side," she says. Close working relationships with professors led to her first job. "Professor Randy Batsell helped me get my first job with Adjunct Professor David Ross's organization, and I stayed with that firm until I joined Arthur Andersen in 1992," she says. Fellow students, too, provided an important benefit. "When you're in a customer-focused business such as consulting, developing a network of contacts is critical. Friendships with fellow students can help you in the long-term, as your peers become potential clients," she adds.



COURSE DESCRIPTIONS

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 ARTICULATE PROBLEMS. EXPLORE
 ALTERNATIVES. REACH SOLUTIONS.

The Jones School's challenging core curriculum provides you with a solid foundation of basic business disciplines. Specialized electives allow you to further integrate your knowledge and empower you to achieve your career objectives. All Jones School courses are streamlined into flexible modules of five, ten, or fifteen weeks each.

Credit hours are shown in parentheses.

CORE CURRICULUM**YEAR ONE (FALL)****FINANCIAL ACCOUNTING (2)**

An introduction to the preparation, analysis, and use of corporate financial reports, this course covers the basic techniques of financial reporting and analysis. You'll explore issues from multiple perspectives—not only those of management, but also those of investors and other external users of financial information.

DATA ANALYSIS (2)

The ever-increasing capacity of computers to analyze data and the explosion of the amount of data available have resulted in an increased role for data analysis as an aid to business decision-making. This course exposes you to the most important ideas and methods relevant for data analysis in a business context. Emphasizing practical applications to real problems, the course covers sampling, descriptive statistics, probability distributions, and regression analysis.

COMPETITIVE STRATEGY (1)

This is a systematic examination of models and techniques used to analyze competitive situations from a strategic perspective: Who are the key players, and what are the fundamentals of analytical and fact-oriented strategic reasoning?

MANAGERIAL ECONOMICS (1)

A look at the long- and short-run price and production decisions of private and public economic entities who've faced different demand conditions and market environments.

ORGANIZATIONAL BEHAVIOR (1)

What are the current approaches to the study of complex organizations? Here, you'll examine how theoretical and empirical psychology is applied in both the private and public sectors.

MANAGERIAL COMMUNICATION (3)

This course is an introduction to corporate communication strategy and global communication, with individual and team-based instruction in both written and oral communications.

MARKETING (2)

An introduction to the key concepts of marketing in a business enterprise, this class includes lectures and extensive case study analyses to provide a foundation for advanced marketing course work.

FINANCE (2)

A close examination of financial theory and financial statements in relation to financial analysis, investment, and capital structure decisions, emphasizing capital budgeting from the management perspective.

LEADERSHIP AND MANAGERIAL SKILLS I (LEADERSHIP) (1)

This course explores different perspectives on leadership and management, considering how they complement each other and what constitutes effective leadership in business situations.

LEADERSHIP AND MANAGERIAL SKILLS II (POWER AND POLITICS) (1)

In this course, you'll develop action-oriented skills in organizational politics, personal influence, and impression management. You'll gain understanding of relevant theories and cases with experiential exercises.

BUSINESS ETHICS (1)

You'll explore the ethical and legal bases of managerial decision making and the social dimension of companies.

INFORMATION TECHNOLOGY (1)

An overview of information technology and its applications in organizations, this class emphasizes how to effectively manage the use of IT.

**YEAR ONE (SPRING)****THE ECONOMIC ENVIRONMENT OF BUSINESS (1)**

The global economic environment is a backdrop for business decision making today. You'll examine key macroeconomic policy goals and tools and learn how they affect exchange rates, interest rates, business cycles, and long-term economic growth.

COST MANAGEMENT (1)

This is an introduction to the use of financial and cost information in budgeting, resource allocation, pricing, quality control, and other financial contexts that will help you set goals as a manager and monitor and evaluate performance.

"I HAVE NEVER MET A PROFESSOR AS ENTHUSIASTIC ABOUT HIS TEACHING, HIS STUDENTS, AND HIS RESEARCH AS PROFESSOR RANDY BATSELL IS. HIS COURSE IN DATA ANALYSIS LAID THE GROUNDWORK FOR THE REST OF MY MBA EXPERIENCE, AND I OWE HIM A GREAT DEBT FOR MAKING IT SUCH A POSITIVE ONE."

Jennifer Ngo,
 Rice MBA '99,
 Workforce Planning Team
 Member, Corporate Human
 Resources,
 Reliant Energy

“THE ACTION LEARNING PROJECT IS A DYNAMIC, TEAM-BASED CONSULTING EXPERIENCE THAT ALLOWS ONE TO USE ALL OF THE SKILLS LEARNED DURING THE FIRST YEAR AND APPLY THEM TO A REAL-WORLD BUSINESS PROBLEM. THAT EXPERIENCE ADDS REAL VALUE TO A RICE MBA.”

Pearce W. Hammond, Jr.
United States Military Academy
BS '91,
Rice MBA 2000

BUSINESS-GOVERNMENT RELATIONS (1)
How does public policy influence the competitive environment? You'll examine the many institutions and actors that shape U.S. public policy, analyze business political strategies to understand how they are crafted, and formulate several strategies of your own.

LEADERSHIP AND MANAGERIAL SKILLS III (NEGOTIATION) (1)
To negotiate effectively, you'll need specific analytical and leadership skills. This course explores topics such as diagnosing conflict, decision making, adversarial versus cooperative strategies, ethical and cultural factors, and third-party intervention.

GLOBALIZATION OF BUSINESS (1)
To examine the increasing importance of global economies and trade to U.S. business, you'll discuss the industrial winners and losers of free trade and protectionism, analyze major laws and agencies that govern trade, and take a close look at the challenges of foreign investment in major international markets.

OPERATIONS MANAGEMENT (1)
This course offers an introduction to the design and improvement of operations, including manufacturing technologies, quality management and control, process analysis and management, and organizational issues.

ACTION LEARNING PROJECT (6)
You and a team of fellow students, with the guidance of faculty and a corporate liaison, will examine a selected business process, study the scope of improvements needed by a host company, and provide written recommendations and a live presentation to senior management.

ORGANIZATIONAL THEORY AND CHANGE MANAGEMENT (1)
What constitutes effective organizational designs? In this course, you'll consider the “macro” designing of change initiatives as well as their “micro” execution.

**YEAR TWO
CORE COURSES (FALL)**

ENTREPRENEURSHIP (2)
In this thorough review of the methods required to start a business, you'll explore the econom-

ics of new businesses, sweat equity, and the legal, tax, and accounting aspects of new venture creation.

STRATEGY FORMULATION AND IMPLEMENTATION (1)
You'll explore how executives formulate and implement strategy at corporate and business-unit levels of enterprise. The course emphasizes the processes involved in formulating, executing, controlling, monitoring, and evaluating the strategies of global organizations.



ELECTIVES

Accounting
FINANCIAL STATEMENT ANALYSIS (3)
How do investors, financial analysts, creditors, and managers use financial statement information to evaluate firm performance and value firms? This course employs financial accounting concepts and finance theory to explore industry and firm-level analysis of accounting information.

STRATEGIC COST MANAGEMENT (1)
This case-oriented course studies the design and implementation of cost management practices and techniques to support the strategic position and goals of a firm. Topics include activity-based management, business process redesign, total quality management, and value chain analysis.

INCOME TAXATION OF BUSINESSES (3)
In this survey of the basic federal tax law concepts of business income and deductions that includes tax research, you'll explore the taxation aspects of different forms of business organizations, emphasizing the corporate perspective. Among the topics covered are tax planning for mergers and acquisitions, compensation planning, and international tax effects.

CORPORATE FINANCIAL REPORTING (3)
This course examines the interac-

tion of accounting standards, disclosure rules, and management motives that affect the preparation and use of corporate financial statements. You'll explore such topics as goodwill, off-balance sheet liabilities, stock compensation plans, deferred taxes, leases, pensions, business combinations, and multinational operations.

STRATEGIC PERFORMANCE MANAGEMENT (2)
You'll employ a systems approach to illustrate the linkages between an organization's strategy and performance measurement. This course uses cases and computer simulations to depict the design and operation of balanced performance-measurement systems. Among the topics are casual loop analysis, process redesign, and balanced scorecard.

Organizational Behavior and Human Resource Management

STRATEGIC HUMAN RESOURCE MANAGEMENT (2)
You'll explore how human resource management contributes to the formulation and implementation of business strategies. The course emphasizes how to obtain a sustainable competitive advantage through human resource management practices.

MANAGERIAL DECISION MAKING (2)
This course offers a review of current theories and applications of decision making in and by organizations and emphasizes the behavioral decision theory, human problem solving, and organizational processes important to management decisions.

CORPORATE GOVERNANCE (1)
Who's influencing a company's key decisions? This class offers a critical examination of director selection, board decision-making processes, chief executive officer evaluation and compensation, the board's role in strategic planning, the impact of external constituencies of governance, and legal aspects of governance.







Entrepreneurship

THE NEW ENTERPRISE (2)

You'll prepare a business plan—among other assignments—to explore the realities of establishing a new business. Economics, leadership and motivation, legal and tax aspects, and venture capital are explored in detail.

ENTREPRENEURIAL MANAGEMENT (2)

This course presents in-depth examination of how entrepreneurial enterprises are managed.

REAL ESTATE INVESTMENT AND DEVELOPMENT (3)

In this course, you'll learn how to identify and analyze real estate and development opportunities.

VENTURE CAPITAL (3)

This course presents an overview of the venture capital industry, including how venture capital funds are organized and operated, investment methodology, monitoring and portfolio liquidation, leveraged investing, and specialized investments.

ENTERPRISE EXCHANGE (2)

In this class, you'll gain an understanding of the "needs" approach to buying and selling businesses, enterprise valuation, deal and contract structuring, mergers and acquisitions, and leveraged buyouts.

Information Technology

DIGITAL.REVOLUTION.COM (3)

The digital and telecommunications revolution has resulted in the ubiquity of information across businesses. In this course, you'll assess and predict future changes and examine the impact of the World Wide Web on industry.

SYSTEMS ANALYSIS AND DESIGN (1)

Exploring the history and evolution of software systems analysis and design, you'll study the major approaches to systems development, such as structured, data-driven, and object-oriented analysis and design techniques. You'll also examine traditional life-cycle methodologies and newer iterative approaches to systems development.

ELECTRONIC COMMERCE (2)

This overview of electronic commerce includes an examination of methods used to create and manage business on the Internet.

BUSINESS PROCESS ENGINEERING (1)

What are the origins of reengineer-

ing and current methods for reorganizing a corporation around business processes? In this course, you'll also consider how reengineering relates to systems development and learn the importance of developing modern information systems around business processes.

INTELLECTUAL CAPITAL (1)

Knowledge, information, intellectual property, and experience are intellectual materials that can be used to create wealth. This course focuses on intellectual capital asset mapping, knowledge work, the role of collaborative information technologies, and creating networked organizations.

KNOWLEDGE MANAGEMENT (2)

Knowledge management is a wide set of tools and strategies designed to leverage intellectual capital. In this course, you'll concentrate on knowledge-management strategy formulation, knowledge work process redesign, business intelligence functions, drivers for exploring the frontiers of technology, and the trade-offs of outsourcing, insourcing, and hybrids. You'll utilize collaborative technologies to support your case discussions and a major knowledge management Action Learning Project.

RELATIONAL DATABASE DESIGN (1)

This course covers the fundamentals of relational database design, including the process of data normalization, conceptual data models, and physical database design techniques. You'll gain experience with the major components of structured query language, including declarative referential integrity and the use of triggers and stored procedures to maintain database integrity.

COMPETITIVE USE OF INFORMATION TECHNOLOGY (2)

This course examines how information technology can be used to enhance competitive strategies.

Finance

PORTFOLIO MANAGEMENT (3, 3)

This two-semester-long class operates as a company to manage the M.A. Wright Investment Fund, using real money. You'll gain hands-on experience with all the aspects of asset management and perfor-

mance measurement, evaluating securities for the fund and making buy/sell decisions with the class.

INVESTMENTS (2)

This review of classic investment theory emphasizes measuring and managing investment risk and return. You'll study the development of modern portfolio theory and asset pricing models and receive an introduction to option and futures contracts, market efficiency, and stock valuation. This class is recommended for students interested in finance careers.

SEMINAR IN INVESTMENTS AND PORTFOLIO MANAGEMENT (1)

You'll review the recent advances in financial theory and research concerning asset pricing and portfolio management, focusing on classic issues in investment finance as well as new and exciting issues at the cutting edge of finance.

CORPORATE FINANCIAL STRATEGY (2)

In this class, you'll explore the practical problems of corporations with respect to value creation, diversification, risk-benefit analysis, tax policy, and present value.

CORPORATE FINANCIAL MANAGEMENT (3)

How does financial policy impact corporate value? You'll examine the many aspects of corporate investment and financing, including the implications of agency costs, asymmetric information and signaling, taxes, mergers and acquisitions, corporate restructuring, real and embedded options, and financial risk management. This course is recommended for students interested in finance careers.

PRINCIPLES OF FINANCE (2)

In this course you'll study the theory and practice of the fundamental principles of finance. Topics include stock, firm, and project valuations with an emphasis on the estimation of cash flows and the cost of capital; and passive and active portfolio management with an emphasis on the optimal trade-off between risk and return. This course is designated as a first-year elective.

"I WAS CONTINUALLY IMPRESSED BY THE HIGH-QUALITY SPEAKERS THAT JERRY FINGER BROUGHT TO OUR REAL ESTATE DEVELOPMENT COURSE. WE HAD CEO'S OF MULTI-MILLION DOLLAR COMPANIES SPEAKING TO US ABOUT THEIR PERSONAL EXPERIENCES IN BUSINESS AND REAL ESTATE. IT WAS FASCINATING AND AMAZING."

Amy Anton,
Rice MBA '99,
Development Manager,
PDS Energy Information
Services

"THE PORTFOLIO MANAGEMENT CLASS ALLOWS STUDENTS TO LEARN FROM PROFESSORS WITH INVESTMENT MANAGEMENT EXPERIENCE. THE STUDENTS RUNNING THE WRIGHT FUND GAIN REAL WORLD INSIGHT INTO THE BUSINESS OF MONEY MANAGEMENT."

Francis Coker,
Louisiana State
University BA '97,
Rice MBA 2000



"PROFESSORS AT THE JONES SCHOOL TAKE A GENUINE INTEREST IN EXPANDING THE MINDS OF THE STUDENTS AND ARE AVAILABLE BOTH INSIDE AND OUTSIDE THE CLASSROOM FOR GUIDANCE, INSTRUCTION, OR DISCUSSION. I TRULY VALUE THIS INTIMACY THAT IS PREVALENT AT THE JONES SCHOOL, RECOGNIZING THAT WITHOUT THE SCHOOL'S SMALLER SIZE AND THE OPENNESS AND COMMITMENT OF THE PROFESSORS AND STUDENTS, IT WOULD NOT BE POSSIBLE."

Stephanie Dickson Slavin,
University of Texas
at Austin BS '93,
Rice MBA 2000



FIXED INCOME MANAGEMENT (2)

You'll study fixed income markets in the U.S. and abroad, with emphasis on determining the risk and return of fixed income securities, derivatives, and portfolio management.

INTRODUCTION TO FUTURES AND OPTIONS (1)

In this course, you'll be introduced to forward, futures, option, and swap contracts, including the basic valuation principles; the use of these contracts for hedging financial risk; and an analysis of option-like investment decisions. It's recommended for finance students.

FUTURES AND OPTIONS (3)

In this class, you'll study futures and options contracts within a valuation framework that emphasizes determinants of contract value and provides a context for evaluating hedging and speculative trading strategies. You'll apply valuation principles to derivative markets such as stocks, stock indexes, fixed-income securities, and currencies.

INVESTMENT BANKING (3)

This course offers an analysis of the characteristics of the investment banking industry, with emphasis on corporate financial transactions. Among the topics covered are public offerings, private placements of debt and equity, and mergers and acquisitions.

COMMERCIAL BANKING (1)

This survey course examines the important features of financial intermediation, especially the economic analysis of particular practices, contracts, instruments, and institutions in the deposit-taking intermediary market. You'll also consider the intermediary's sources of risk and management.

FINANCIAL INNOVATION (3)

Not all financial contracts are created equal or have standard cash flow packages. In this class, you'll study hybrid credit instruments; risk management techniques such as futures, options,

and swaps; and mortgage-backed securities. This course is not offered every year.

INTERNATIONAL FINANCE (2)

This course explores special problems encountered by financial officers in international arenas, including the operation and economics of the foreign exchange market, exchange rate behavior, exchange risk exposure measurement, currency hedging techniques, capital budgeting for international projects, and international financing strategy.

INTERNATIONAL RISK MANAGEMENT (1)

A hands-on project gives you an opportunity to analyze in depth and understand practical risk management issues by employing a variety of risk management tools.

GLOBAL CAPITAL MARKETS (3)

This is an analysis of international equity, fixed income, derivative, and money markets from the perspectives of international investors and international equity or fixed-income issuers. You'll investigate the effects of different institutional arrangements and microstructures on market activity.

PUBLIC FINANCIAL MANAGEMENT (VARIABLE)

An introduction to the key elements of financial management in the public and nonprofit sectors, this course covers noncommercial accounting, the appropriations process, financial supervision, and related topics. It's appropriate for students interested in government, health care, and nonprofit management or consulting.



International Business

INTERNATIONAL BUSINESS LAW (3)

In this course, you'll explore U.S. and foreign laws that influence import and export trade problems, foreign operations, and foreign investments. Topics include the extraterritorial impact of U.S. law, corporate organization, foreign exchange, joint ventures, withdrawal from foreign ventures, and third-country manufacturing.

U.S. BUSINESS AND THE WORLD ECONOMY (3)

This course examines the major institutions and policies that shape business in developed as well as developing economies. In the U.S., Germany, and Japan—all mature economies—political, social, and institutional differences present unique managerial environments. Comparative study follows of the global economy's emerging forces: China, Russia, Eastern Europe, Latin America, and India.

INTERNATIONAL TRADE AND COMPETITIVENESS (3)

An overview of the economic and political environment of international trade and competitiveness, this class focuses on institutions that affect international commerce.

SPANISH FOR COMMERCE I (3)

To qualify for this course, you must have studied Spanish for two years. The course, which is taught entirely in Spanish, focuses on business vocabulary and places high emphasis on listening and speaking skills. You'll also address cultural issues and review some grammatical points. At the end of the course, you'll make team project presentations in Spanish. The course prepares you to take the exam for the Business Certificate from Madrid.

SPANISH FOR COMMERCE II (3)

In this course, which is taught entirely in Spanish, you'll learn about the current business climate and trends in Latin America and Spain. Guest speakers include business executives, academics, and government officials who are native speakers of the language. At the conclusion of the course, you'll take the exam for the Business Certificate from Madrid.

INTERNATIONAL FINANCE (2)

See column 2.

INTERNATIONAL RISK MANAGEMENT (1)

See column 2.

GLOBAL CAPITAL MARKETS (3)

See column 2.

INTERNATIONAL MARKETING MANAGEMENT (2)

See page 62.

Strategy

STRATEGIC PLANNING (2)

What are the current strategic planning approaches and methods? In this skills development course, you'll build the strategic planning acumen to make better applied decisions. Through case studies, you'll investigate the design and implementation of effective strategic planning systems.

CORPORATE CRISIS COMMUNICATIONS MANAGEMENT STRATEGY (1)

You'll use real-world cases to research and prepare strategies, make recommendations, and then dissect and analyze each crisis situation—the processes, the policies, and the results. After considering the pros and cons of alternative courses of action, you'll have a better understanding of the management decision-making process.

CHANGE COMMUNICATIONS (1)

This course explores the challenges of developing and communicating a change vision and imperative across an entire organization as well as in a business unit of a company. You'll learn to analyze the characteristics of a good vision with strategic objectives and to define effective managers and leaders of the vision and their role in making the vision real, meaningful, and actionable. Then, you'll be able to develop a meaningful vision and communication process. This elective course may be taken by first- and second-year students.

TEAM BASED MANAGEMENT CONSULTING (VARIABLE)

In this course, you'll be introduced to the finer points of team-based management consulting. You'll learn and apply team coaching and individual mentoring by working with first-year students on Action Learning Projects. This class gives you a forum to research best practices in team management.

STRATEGIC COST MANAGEMENT (1)
See page 56.

STRATEGIC PERFORMANCE MANAGEMENT (2)
See page 56.

STRATEGIC HUMAN RESOURCE MANAGEMENT (2)
See page 56.

CORPORATE FINANCIAL STRATEGY (2)
See page 59.

MARKETING STRATEGY (3)
See page 62.



Operations

CURRENT ISSUES IN PRODUCTION AND OPERATIONS MANAGEMENT (3)

This course investigates the latest approaches to production and operations management, such as flexible manufacturing techniques, just-in-time inventory, and quality control.

MANAGEMENT OF INNOVATION AND TECHNOLOGY (3)

How does a firm create and maintain a competitive advantage through the strategic management of innovation and technology? In this course, you'll review the definition of technology strategy, its scope and elements, how it can be crafted, what forces act to shape it, and how it can be integrated into the firm's overall business strategy.

PROJECT MANAGEMENT (3)

What's the best way to manage a project, and how do you anticipate the expectations of clients and other interested parties? This examination of the practice of project management includes an introduction to project finance and decision analysis as additional skills to help you prepare for assignments in project management in which you'll initiate, support, participate in, supervise, or review projects.

Legal

BUSINESS LAW (3)

This course explores the nuts-and-bolts legal issues of the modern business environment to enhance your awareness and appreciation and minimize your exposure to liability. Among the topics you'll discuss are legal challenges in entrepreneurship, business rules and regulations, employer-employee relationships,

general business matters, global legal issues, and communicating in a litigious environment.

INTERNATIONAL BUSINESS LAW (3)
See page 60.

Marketing

CUSTOMER SATISFACTION (2)

This course introduces the major concepts in customer satisfaction and loyalty management and considers both individual and organizational buying behavior. You'll apply your understanding of these concepts in a field project.

SERVICE MARKETING AND MANAGEMENT (3)

The marketing of services presents particular challenges. You'll explore them in this course, which emphasizes service quality, the importance of cross-functional interactions, and the development of breakthrough service organizations. Through lectures, discussions, and case analyses, you'll examine the difference between marketing services and products and consider service quality, customer satisfaction, the design of services, and service guarantees.

PRODUCT MANAGEMENT (3)

In this course, you'll apply various dimensions of marketing strategy and management to the role of the product manager, who is responsible for all the marketing activities of a given product.

NEW PRODUCT DEVELOPMENT (3)

You'll explore the critical role of new consumer products within corporations and small businesses. Among the topics you'll discuss are the critical steps in new product development, from idea generation to business analysis and cross-functional team management to product launch. Working in teams, you'll develop your own new products and prepare the key elements to introduce them to the market.



"ROBERT FLATT, AN ADJUNCT PROFESSOR WHO TEACHES PRODUCTION AND OPERATIONS MANAGEMENT, DEMONSTRATED THAT CORPORATE SUCCESS AND CREATIVE THINKING ARE NOT MUTUALLY EXCLUSIVE. HIS PHILOSOPHY ON PRODUCTION AND OPERATIONS STRATEGY WAS CUTTING EDGE, YET HE WAS VERY INTERESTED IN LOOKING AT ISSUES FROM BOTH SIDES AND HEARING OTHER OPINIONS. HIS CLASS OPENED MY EYES TO METHODS OF MANAGEMENT THAT ARE TRULY INNOVATIVE AND SUCCESSFUL."

Maya Houston,
Rice MBA '99,
Marketing Associate,
Trammell Crow Company

MARKETING RESEARCH (2)

This course offers a comprehensive look at the marketing research process from the perspective of a marketing manager. Included are the design and implementation of a wide range of research programs for gathering, analyzing, and using information that influence key marketing mix decisions. Both first- and second-year students may take this elective.

INTERNET MARKETING (3)

You'll examine the Internet's impact on traditional marketing methods and how the Internet will change the marketing function. Through cases, lectures, and projects, you'll explore existing and potential uses of the Internet to market a wide range of products. You'll also investigate the Internet's utility as a tool to increase marketing programs' effectiveness, efficiency, and competitiveness.

ADVERTISING AND PROMOTION (2)

From a manager's perspective, you'll learn the strategies needed to develop successful advertising and promotion programs. You'll examine all phases of the decision-making process, including market analysis, budget setting, media selection and integration, and evaluation of results for both traditional and new forms of advertising and promotion.

MARKETING STRATEGY (3)

You'll discuss in detail the various issues surrounding marketing strategy—among them, segmentation, positioning, targeting, new product development, product line policies, competition, pricing, and distribution. You'll learn how these issues affect a product and how to design a good marketing strategic plan. In addition to cases and lectures, the course also employs a simulation game, MARKSTRAT.

PRICING AND DISTRIBUTION (3)

You'll analyze the various issues surrounding pricing and learn how to price a product. You'll also learn about the distribution functions of a channel, how to address them, and the unique issues pertaining to the Internet channel.

MARKETING DECISION MODELS (3)

In this course, you'll develop and analyze state-of-the-art marketing models that depict consumers' purchasing behavior with respect to grocery goods and new durables. The models help managers design optimal pricing and advertising. You'll develop these models using real-life data in software such as SAS and Gaus. You'll also learn about multivariate tools such as discriminate analysis and cluster analysis and how to use them in SPSS.

INTERNATIONAL MARKETING MANAGEMENT (2)

Through extensive use of the case method, you'll apply marketing principles to a multinational environment as you study developing international marketing programs that take advantage of global market opportunities.

MARKETING COMMUNICATIONS (3)

In this class, you'll get an overview of the real-life challenges faced by successful corporations as they engage in marketing communications. High-profile guest lecturers, selected by the students, offer their organizations' perspectives on the fundamentals of market response to such communication vehicles as advertising, publicity, personal salesmanship, and sales promotion.

**Health Care****U.S. HEALTH CARE MANAGEMENT A (3)**

In this sequence of offerings, you'll be introduced to the business of health care in the U.S. Among the topics you'll discuss are health care systems, health service organizations, and issues of cost and quality.

U.S. HEALTH CARE MANAGEMENT B (3)

This sequence, while designed to stand alone, provides further analysis of the topics discussed in the U.S. Health Care Management A.

Independent Study (Variable)

Working with a faculty supervisor, you may undertake independent study or directed reading on an approved project that's relevant to your career path.





FULL-TIME FACULTY**RICHARD P. BAGOZZI**

J. Hugh Liedtke Professor of Behavioral Science in Management
Marketing
BSEE (1970) General Motors Institute; MS (1969) University of Colorado; MBA (1972) Wayne State University; PhD (1976) Northwestern University

DEBORAH BARRETT

Instructor in Communication; Director of MBA Communications
Managerial communications; change communications; team-based management consulting
BA (1972), MA (1977) University of Houston; PhD (1983) Rice University

RICHARD R. BATSELL

Jesse H. Jones Distinguished Associate Professor of Management
Marketing research, data analysis
BA (1971), BBA (1971), PhD (1976) University of Texas at Austin

JOHN B. BRYANT

Henry S. Fox, Sr., Professor of Economics and Professor of Management
BA (1969) Oberlin College; MS (1973), PhD (1975) Carnegie Mellon University

STEVEN C. CURRALL

Associate Professor of Management
Corporate governance, strategic human resource management, organizational behavior
BA (1982) Baylor University; MSc (1985) London School of Economics; PhD (1990) Cornell University

MICHELE J. DALEY

Assistant Professor of Management
Financial accounting, corporate financial reporting
BCom (1985), LLB (1993) University of Queensland; MS (1992), PhD (1995) University of Rochester

BALA G. DHARAN

J. Howard Creekmore Professor of Management
Financial accounting
BTech (1973) Indian Institute of Technology; MBA (1975) Indian Institute of Management; MS (1977), PhD (1981) Carnegie Mellon University; CPA (Texas)

ROBERT DIPBOYE

Professor of Psychology and Management
Organizational behavior
BA (1968) Baylor University; MS (1969), PhD (1973) Purdue University

LINDA P. DRISKILL

Professor of English and Management
Managerial communications
BA (1961), MA (1968), PhD (1970) Rice University

MARC EPSTEIN

Research Professor of Management
Cost management, action learning project
BA (1968) San Francisco State University; MBA (1970), PhD (1973) University of Oregon

JEFF FLEMING

Associate Professor of Management
Futures and options
BA (1987) Cornell College; MBA (1989), PhD (1993) Duke University

G. ANTHONY GORRY

Professor of Computer Science and Management; Vice President for Information Technology
Knowledge management
BE (1962) Yale University; MS (1963) University of California at Berkeley; PhD (1967) Massachusetts Institute of Technology

GUSTAVO GRULLON

Assistant Professor of Management
Finance
BBA (1991) University of Puerto Rico; PhD (1999) Cornell University

JENNIFER M. GEORGE

Mary Gibbs Jones Professor of Management
Organizational behavior
BA (1977) Wesleyan University; MBA (1979), MPh (1986), PhD (1987) New York University

MICHAEL HEELEY

Assistant Professor of Management
Strategic management
BEng (1986) Camborne School of Mines; MS (1989) University of Nevada; MS (1994), PhD (1996) University of Washington

DAVID L. IKENBERRY

Associate Professor of Management
Investment theory, seminar on investments and portfolio management
BS (1983) Pennsylvania State University; MM (1985) Northwestern University; PhD (1990) University of Illinois

NEELAM JAIN

Assistant Professor of Management
Corporate financial management
BA (1984) St. Stephen's College; MA (1986), MPhil (1989) Delhi School of Economics; PhD (1995) University of Minnesota

QUINTUS R. JETT

Assistant Professor of Management
Operations management
BS (1988) University of Pennsylvania; MS (1993), PhD (1999) Stanford University

GEORGE KANATAS

Jesse H. Jones Professor of Management
Managerial economics, corporate finance
BS (1966) City College of New York; PhD (1971) University of Kansas; PhD (1978) Johns Hopkins University

LISA R. KLEIN

Assistant Professor of Management
Advertising management, Internet marketing
BA (1987) Yale University; MBA (1991), DBA (1999) Harvard University

TRICHY V. KRISHNAN

Assistant Professor of Management
Marketing strategy, marketing decision models, pricing and distribution
BE (1982) Madras University; MA (1992), PhD (1994) University of Texas at Dallas

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THE JONES SCHOOL'S FACULTY MAINTAINS AN IMPORTANT BALANCE BETWEEN TEACHING AND RESEARCH. THE SCHOOL'S INSTRUCTORS ARE EITHER ACADEMICS WITH SIGNIFICANT BUSINESS OR CONSULTING EXPERIENCE, OR BUSINESS EXECUTIVES WITH SIGNIFICANT CLASSROOM EXPERIENCE WHO TEACH SPECIALIZED ELECTIVE COURSES.

**FROM
BUSINESS WEEK:**

“Businesspeople who are skeptical about teaching people to be entrepreneurs have a good point,” says Edward E. Williams, the Rice professor who will teach that school's core class in the subject this spring. “What I can do is teach people the tools of the trade.”

**FROM
THE WALL STREET
JOURNAL:**

“The marketplace is enamored of IPOs,” says David Ikenberry, associate professor of finance at Rice University in Houston. “But from the investor's point of view, this is a word of wisdom: The buyer should beware.”

**FROM
BUSINESS WEEK:**

For the growing number of small companies that outsource production abroad, social consciousness can mean trying to influence and improve working conditions in foreign countries, says Marc J. Epstein, a business professor at Rice University in Houston.

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**FROM
THE WALL STREET
JOURNAL:**

As fiery as the market for initial public offerings has been lately, you would figure IPOs would be the way to pump high octane into a portfolio's returns. But in practice, investors are probably better off placing their money with companies that are repurchasing their shares. That has long been the contention of several academics, including **David Ikenberry**, an associate professor of finance at Rice University, who have studied the subject. In fact, a report Mr. Ikenberry published in October, 1995 showed that the stocks of companies that repurchased their shares outperformed, on average, the Standard & Poor's 500-stock index by about 12 percentage points over four years.

**FROM
TIME MAGAZINE:**

The biggest challenge for labor in the next few years will be to organize professionals and other white collar workers in growing industries. "Union leaders clearly have failed to think strategically about the long term," says **Steven Currell**, of Rice University's Jesse H. Jones Graduate School.

**FROM
THE ECONOMIST:**

Bala Dharan and **David Ikenberry**, two economists at Rice University, Texas, analysed the performance of shares which left NASDAQ for either the NYSE or the AMEX between 1973 and 1990. . . . Surprisingly, they found that in the three years following the switch from one exchange to another, the shares underperformed significantly.