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INTRODUCTION

The MBA and MS-MBA Full-Time Handbook is a reference document that delineates the current policies and procedures for cohorted full-time MBA and MS-MBA students. Students should become familiar with the policies and use the Handbook as a resource throughout their MBA or MS-MBA Programs. It is revised each year to reflect new or changed policies and procedures.

Policies and procedures may differ based on whether a student is enrolled in a single-degree or dual-degree (including MS-MBA) MBA program. These program differences are noted in this handbook for each applicable category.

MBA and MS-MBA CURRICULUM

Students are admitted to the MBA Program as General Management, Health Sector Management, Public and Nonprofit Management or dual-degree programs such as the Master of Science in Information Systems Program (MS-MBA) within the School of Management or other degree programs offered in conjunction with other Boston University Schools and Colleges.

Courses required for the MBA degree are called “core courses.” Students may also customize their programs by choosing from a broad array of advanced-level electives, as well as through the opportunity to fulfill a concentration. Once enrolled, students have the opportunity to formally concentrate in Entrepreneurship, Finance, International Management, Leadership and Organizational Transformation, Marketing, Operations and Technology Management, and Strategy and Business Analysis.
### Full-Time General Management Program, Cohorted Students – 64 Credits

The following is the curriculum plan for full-time students in the general MBA Program. Each column indicates a full-time student's class schedule by semester, listing core courses and electives. General MBA Curriculum – 64 Credits*

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 credits</td>
<td>17 credits</td>
<td>16 credits</td>
<td>12 credits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20 w/optional</td>
<td></td>
</tr>
</tbody>
</table>

#### Pre-Term
- **MG700**: Ethical and Global Foundations (1 cr)
- **PL700**: Introduction to Business Law (2 cr)

#### Module 1
- **PL727**: Organizations, Markets, and Society (3 cr)
- **QM716**: Business Analytics: Data Analysis and Risk (3 cr)
- **AC710**: Financial Reporting and Analysis (3 cr)

#### Module 2
- **OM725**: Creating Value Through Operations and Technology (3 cr)
- **MK723**: Marketing Management (3 cr)
- **FE721**: Finance 1 (3 cr)

#### Module 3
- **IS710**: IT Strategies for a Networked Economy (3 cr)
- **OB713**: Managing Organizations and People (3 cr)

#### Module 4
- **SI750**: Competition, Innovation, and Strategy (3 cr)
- **Elective** (3 cr)
- **Elective** (3 cr)

#### Semester
- **MG790**: Ethical Leadership in a Global Economy (3 cr)
- **REQUIRED Global Engagement Elective** (3 cr)
- **Semester**
- **Semester**

#### Summer Internship (Optional)
- **Summer Internship (Optional)**
- **Summer Internship (Optional)**

#### Electives
- **Elective** (3 cr)
- **Elective** (3 cr)
- **Elective** (3 cr)
- **Elective** (3 cr)

---

*ES721: Teaming (0 cr)  
ES722: Executive Communication (0 cr)  
ES723: Career Management (0 cr)  
ES724: Professional Skills (1 cr)
*64 credits is the minimum required for single MBA degree completion. The flat, per-semester tuition for full-time students encompasses 12-18 credits per semester. Full time tuition will also cover credit in excess of 18 if the student’s curriculum requires it. The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG. Note that students who receive a “W,” “F,” or “I” grade in a core class, excluding Executive Skills classes and PL.700, cannot continue in the coherded program.

Health Sector Management Program – 64 Credits

The HSM Program is available to full-time and part-time students and consists of:

- 34 credits of MBA core courses
- 6 credits of HSM core courses and 6 credits of HSM elective courses
- 18 credits of general electives
- Health Sector internship

Through the Health Sector Management MBA Program, students learn essential management skills and develop the conceptual frameworks necessary to apply them successfully in the field of health care. The program requires a Health Sector internship, which students complete during the summer between the first and second years of the program.

Health Sector Management Curriculum

The Health Sector Management Curriculum augments the core MBA with required courses that provide an in-depth understanding of the structure and operation of health care systems. Building on the skills acquired in the core MBA Program, the Health Sector Management curriculum focuses on health service delivery, life science products, and pharmaceuticals.
Health Sector Management MBA Curriculum - 64 Credits**

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>SECOND YEAR</th>
</tr>
</thead>
</table>

64 credits is the minimum required for Health Sector MBA degree completion. The flat, per-semester tuition for full-time students encompasses 12-18 credits per semester. Full time tuition will also cover credit in excess of 18 if the student’s curriculum requires it. The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG. Note that students who receive a “W”, “F” or “I” grade in a core class, excluding Executive Skills classes and PL700 cannot continue in the cohorted program.

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 credits</td>
<td>17 credits</td>
</tr>
<tr>
<td><strong>Pre-Term</strong></td>
<td><strong>Jan Intensive</strong></td>
</tr>
<tr>
<td>MG700: Ethical and Global Foundations (1 cr)</td>
<td>PL700: Introduction to Business Law (2 cr)</td>
</tr>
<tr>
<td><strong>Module 1</strong></td>
<td><strong>Module 3</strong></td>
</tr>
<tr>
<td>PL727: Organizations, Markets, and Society (3 cr)</td>
<td>IS710: IT Strategies for a Networked Economy (3 cr)</td>
</tr>
<tr>
<td>QM716: Business Analytics: Data Analysis and Risk (3 cr)</td>
<td>OB713: Managing Organizations and People (3 cr)</td>
</tr>
<tr>
<td>AC710: Financial Reporting and Analysis (3 cr)</td>
<td>SI750: Competition, Innovation, and Strategy (3 cr)</td>
</tr>
<tr>
<td><strong>Module 2</strong></td>
<td><strong>Module 4</strong></td>
</tr>
<tr>
<td>OM725: Creating Value Through Operations and Technology (3 cr)</td>
<td>HM703 Health Sector Issues and Opportunities (3 cr)</td>
</tr>
<tr>
<td>MK723: Marketing Management (3 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>FE721: Finance 1 (3 cr)</td>
<td>Elective* (3 cr) - Optional</td>
</tr>
<tr>
<td><strong>Semester</strong></td>
<td>Required Health Sector Internship</td>
</tr>
<tr>
<td>ES721: Teaming (0 cr)</td>
<td>HM710 Health Service Delivery (3 cr) or HM717 Drugs Devices and Diagnostics (3 cr)</td>
</tr>
</tbody>
</table>

**Required Health Sector Internship**

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 credits</td>
<td>12 credits</td>
</tr>
<tr>
<td><strong>Semester</strong></td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>MG790: Ethical Leadership in a Global Economy (3 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>ES724: Professional Skills (1 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>HM710 Health Service Delivery (3 cr) or HM717 Drugs Devices and Diagnostics (3 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>Elective* (3 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
</tbody>
</table>

**Elective**

- **Module 1**: AC710: Financial Reporting and Analysis (3 cr)
- **Module 2**: OM725: Creating Value Through Operations and Technology (3 cr)
- **Module 3**: IS710: IT Strategies for a Networked Economy (3 cr)
- **Module 4**: SI750: Competition, Innovation, and Strategy (3 cr)
- **Semester**: Elective* (3 cr)
- **Semester**: Elective* (3 cr)
- **Semester**: Elective* (3 cr)
- **Semester**: Elective* (3 cr)
- **Semester**: Elective* (3 cr)

**2 of the elective courses must be HSM electives**

- **ES721**: Teaming (0 cr)
- **ES722**: Executive Communication (0 cr)
- **ES723**: Career Management (0 cr)
Public and Nonprofit Management Program - 64 Credits

The PNP Program is available to full-time and part-time students and consists of:

- 34 credits of MBA core courses
- 3 credit PNP core course and 9 credits of PNP elective courses
- 18 credits of general electives
- Public and Nonprofit Management internship

Public and Nonprofit Management MBA Curriculum – 64 Credits**

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 credits</td>
<td>17 credits</td>
<td>16 credits</td>
<td>12 credits</td>
</tr>
<tr>
<td>Pre-Term</td>
<td>January intensive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MG700: Ethical and Global Foundations (1 cr)</td>
<td>PL700: Introduction to Business Law (2 cr)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Module 1</td>
<td>Module 3</td>
<td>Module 4</td>
<td>PNP Internship (REQUIRED)</td>
</tr>
<tr>
<td>PL727: Organizations, Markets, and Society (3 cr)</td>
<td>IS710: IT Strategies for a Networked Economy (3 cr)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QM716: Business Analytics: Data Analysis and Risk (3 cr)</td>
<td>OB713: Managing Organizations and People (3 cr)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AC710: Financial Reporting and Analysis (3 cr)</td>
<td>SI750: Competition, Innovation, and Strategy (3 cr)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Module 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OM725: Creating Value Through Operations and Technology (3 cr)</td>
<td>OB841: Fundamentals of Nonprofit Management (3 cr)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MK723: Marketing Management (3 cr)</td>
<td>Elective* (3 cr)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FE721: Finance 1 (3 cr)</td>
<td>Elective* (3 cr) – Optional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elective* (3 cr)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elective* (3 cr)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ES721: Teaming (0 cr)</td>
<td>Elective* (3 cr)</td>
<td>Elective* (3 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>ES722: Executive Communication (0 cr)</td>
<td>Elective* (3 cr)</td>
<td>Elective* (3 cr)</td>
<td>Elective* (3 cr)</td>
</tr>
<tr>
<td>ES723: Career Management (0 cr)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**64 credits is the minimum required for Public and Nonprofit MBA degree completion. The flat, per-semester tuition for full-time students encompasses 12-18 credits per semester. Full time tuition will also cover credit in excess of 18 if the student’s curriculum requires it. The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG. Note that students who receive a “W”, “F” or “I” grade in a core class, excluding Executive Skills classes and PL700 cannot continue in the cohorted program.**
DUAL-DEGREE PROGRAMS

The School of Management offers dual-degree programs with the Information Systems Department in the School of Management (MS·MBA) and other schools and colleges within the University.

MS·MBA - 84 Credits

The MS·MBA degree is an 84-credit program that awards both an MBA degree and a Master of Science in Information Systems degree.* The program consists of:

MBA Curriculum - 40 Credits
- 37 required MBA credits
- 3 elective credits

Requirements for the Master of Business Administration
(40 total credits required)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MG700</td>
<td>Ethical and Global Foundations (1 cr.)</td>
</tr>
<tr>
<td>ES721</td>
<td>Teaming (0 cr.)</td>
</tr>
<tr>
<td>ES722</td>
<td>Executive Communication (0 cr.)</td>
</tr>
<tr>
<td>ES723</td>
<td>Career Management (0 cr.)</td>
</tr>
<tr>
<td>ES724</td>
<td>Professional Skills (1 cr.)</td>
</tr>
<tr>
<td>PL727</td>
<td>Organizations, Markets, and Society (3 cr.)</td>
</tr>
<tr>
<td>QM716</td>
<td>Business Analytics: Data Analysis and Risk (3 cr.)</td>
</tr>
<tr>
<td>AC710</td>
<td>Financial Reporting and Analysis (3 cr.)</td>
</tr>
<tr>
<td>OM725</td>
<td>Creating Value through Operations and Technology (3 cr.)</td>
</tr>
<tr>
<td>MK723</td>
<td>Marketing Management (3 cr.)</td>
</tr>
<tr>
<td>FE721</td>
<td>Finance 1 (3 cr.)</td>
</tr>
<tr>
<td>PL700</td>
<td>Introduction to Business Law (2 cr.)</td>
</tr>
<tr>
<td>IS710</td>
<td>IT Strategies for a Networked Economy (3 cr.)</td>
</tr>
<tr>
<td>OB713</td>
<td>Leading Organizations and People (3 cr.)</td>
</tr>
<tr>
<td>SI750</td>
<td>Competition, Innovation, and Strategy (3 cr.)</td>
</tr>
<tr>
<td>MG790</td>
<td>Ethical Leadership in a Global Economy (3 cr.)</td>
</tr>
</tbody>
</table>

-- --- Required Global Engagement Elective (3 cr.)
-- --- Graduate Elective (3 cr.)

MSIS Curriculum - 44 Credits
- 29 required MSIS credits
- 15 elective credits

Requirements for the MS in Information Systems
(44 total credits required)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS717</td>
<td>IT Applications in Management (3 cr.)</td>
</tr>
<tr>
<td>IS707</td>
<td>Systems Architecture (3 cr.)</td>
</tr>
<tr>
<td>IS889</td>
<td>Telecommunications and Business Networks (3 cr.)</td>
</tr>
<tr>
<td>IS705</td>
<td>Issues in Managing Networked Systems (2 cr.)</td>
</tr>
<tr>
<td>IS883</td>
<td>Designing Systems for Data Management (3 cr.)</td>
</tr>
<tr>
<td>IS714</td>
<td>Mastering IT Strategy (3 cr.)</td>
</tr>
</tbody>
</table>

-- --- Required MSIS Electives (12 cr.)
-- --- Graduate Electives (15 cr.)

*Please note: If a student decides to drop the MS-MBA program, all MSIS required courses will be counted toward the MBA degree as electives, and the student will be required to graduate when he or she has fulfilled the 64 credit degree requirement. Students must also meet with their advisor and complete a program change form.
### MS·MBA Curriculum – 84 Credits **

#### FIRST YEAR

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 credits</td>
<td>23 credits</td>
<td>8 credits</td>
<td>16 credits</td>
<td>18 credits</td>
</tr>
</tbody>
</table>

**Pre-Term**
- **January Intensives**
  - **Module 1**
    - **PL727**: Organizations, Markets, and Society (3 cr)
    - **QM716**: Business Analytics: Data Analysis and Risk (3 cr)
    - **AC710**: Financial Reporting and Analysis (3 cr)
  - **Module 2**
    - **OM725**: Creating Value Through Operations and Technology (3 cr)
    - **MK723**: Marketing Management (3 cr)
    - **FE721**: Finance 1 (3 cr)

**Semester**
- **Module 3**
  - **IS710**: IT Strategies for a Networked Economy (3 cr)
  - **OB713**: Managing Organizations and People (3 cr)
  - **SI750**: Competition, Innovation, and Strategy (3 cr)
  - **IS705**: Issues in Managing Network Systems (2 cr)

**Semester**
- **Module 4**
  - Elective (3 cr)
  - Elective (3 cr)

**Semester**
- Internship (Optional)

**Semester**
- Elective (3 cr)
- Elective (3 cr)
- Elective (3 cr)

**Semester**
- ES721: Teaming (0 cr)
- ES722: Executive Communication (0 cr)
- ES723: Career Management (0 cr)

#### SECOND YEAR

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 credits</td>
<td>18 credits</td>
</tr>
</tbody>
</table>

- **Module 1**
  - **IS717**: IT Applications in Mgmt (3 cr)
  - **PL700**: Intro to Bus Law (2 cr)
  - **IS707**: Systems Architecture (3 cr)
  - **IS889**: Telecommunications and Business Networks (3 cr)
  - **ES724**: Professional Skills (1 cr)
  - **IS883**: Designing Systems for Data Management (3 cr)
  - **IS714**: Mastering IT Strategy (3 cr)
  - **IS709**: Ethical Leadership in a Global Economy (3 cr)
  - **REQUIRED**
  - **REQUIRED MSIS Elective (3 cr)**
  - **REQUIRED MSIS Elective (3 cr)**
  - **REQUIRED MSIS Elective (3 cr)**

**Semester**
- Elective (3 cr)
- Elective (3 cr)
- Elective (3 cr)

**Semester**
- Internship (Optional)

**Semester**
- Elective (3 cr)

### MS·MBA Credit Distribution (84 Total Credits)

<table>
<thead>
<tr>
<th>MBA 40 Credits:</th>
<th>37 required MBA credits + 3 elective credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSIS 44 Credits:</td>
<td>29 required MSIS credits (17 core &amp; 12 required elective credits) + 15 elective credits</td>
</tr>
</tbody>
</table>

**84 credits is the minimum required for MS·MBA degree completion. The flat, per-semester tuition for full-time students encompasses 12-18 credits per semester. Summer courses are always charged at the per credit rate. Full time tuition will also cover credit in excess of 18 if the student’s curriculum requires it. The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG.**

**Note that students who receive a “W”, “F” or “I” grade in a core class, excluding Executive Skills classes and PL700, cannot continue to be cohorted the following semester.**
**Dual-degree Programs (other than MS-MBA)**

Dual-degree candidates must fulfill the degree and residency requirements of both schools. The curriculum chart represents the minimum 40-credit residency of the School of Management MBA degree. The order of courses may vary slightly by program. Dual-degree students who have elective transfer credits are required to take an additional School of Management elective to fulfill the residence requirement. If any GSM course is counted toward the other degree program, the course must be replaced with a GSM elective.

Dual-degree requirements may vary by program. Please contact the GPO for specific dual-degree program requirements.

---

**MBA portion of dual-degree programs – 40 Credit Residency Minimum**

<table>
<thead>
<tr>
<th>Fall – 19 Credits</th>
<th>Spring – 17 Credits</th>
<th>Fall – 4 Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MG700 Ethical and Global Foundations (1 credit)</td>
<td>PL700 Introduction to Business Law (2 credits)</td>
<td>ES724 Professional Skills (1 credit)</td>
</tr>
<tr>
<td>PL727 Organizations, Markets, and Society (3 credits)</td>
<td>IS710 IT Strategies for a Networked Economy (3 credits)</td>
<td>Required Global Engagement Elective* (3 credits)</td>
</tr>
<tr>
<td>QM716 Business Analytics: Data Analysis and Risk (3 credits)</td>
<td>OB713 Leading Organizations and People (3 credits)</td>
<td>* The Required Global Engagement Elective can be moved for some dual degree programs. Please see your GPO advisor for further details.</td>
</tr>
<tr>
<td>AC710 Financial Reporting and Analysis (3 credits)</td>
<td>SI750 Competition, Innovation, and Strategy (3 credits)</td>
<td></td>
</tr>
<tr>
<td>OM725 Creating Value Through Operations and Technology (3 credits)</td>
<td>MG790 Ethical Leadership in a Global Economy (3 credits)</td>
<td></td>
</tr>
<tr>
<td>MK723 Marketing Management (3 credits)</td>
<td>MBA Elective (3 credits)</td>
<td></td>
</tr>
<tr>
<td>FE721 Finance 1 (3 credits)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ES721 Teaming (0 credits)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ES722 Executive Communication (0 credits)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ES723 Career Management (0 credits)</td>
<td></td>
</tr>
</tbody>
</table>
MBA/MS in Media Ventures
For information on the MS portion of the degree, please contact the College of Communication at 617-353-3481 or cperron@bu.edu.

MBA/MA in Economics
For information on the MA portion of the degree, please contact the Economics Department in the Graduate School of Arts and Sciences at 617-353-4454 or krodi@bu.edu.

MBA/MA in International Relations
For information on the MA portion of the degree, please contact the Department of International Relations in the Graduate School of Arts and Sciences at 617-353-2979 or ir@bu.edu.

MBA/MS in Manufacturing Engineering
For information on the MS portion of the degree, please contact the College of Engineering at 617-353-2842 or mfg@bu.edu.

MBA/MD
For information on the MD portion of the degree, please contact the Medical School at 617-638-4630.

MBA in Health Sector Management/MPH in Health Policy Management
For information on the MPH portion of the degree, please contact the School of Public Health at 617-638-5042 or vaparker@bu.edu.

MBA in Health Sector Management/MPH in Global Health
For information on the MPH portion of the degree, please contact the School of Public Health at 617-638-5042 or tvian@bu.edu.
ACADEMIC POLICIES AND PROCEDURES

Academic Advisors
The School of Management is committed to providing academic advising to all MBA and MS-MBA students to help them complete degree requirements successfully and achieve the maximum benefit from their educational opportunities. Advisors are available in the Graduate Programs Office (GPO) to discuss course selection, decisions about concentrations, completion of degree requirements, and available resources/services.

Attendance Policy
Students should be aware that attendance is a critical part of SMG graduate education and that absences may adversely affect a student’s grade. Planned absences include classes missed for personal reasons such as job interviews and personal commitments (e.g., travel, attending a wedding) and unplanned absences for illness and family emergencies. For all absences, it is the student’s responsibility to inform the faculty of this absence as soon as it is known. Students should also consult their course syllabi or contact individual faculty to understand the specific policies regarding missed classes that apply to the specific course.

Grades
Most courses for credit at the School of Management are graded on a letter scale according to the following criteria:

<table>
<thead>
<tr>
<th>Level</th>
<th>Grade</th>
<th>Honor Points/Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior Performance</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td></td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td></td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td></td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td></td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>Lowest Grade Acceptable for Credit</td>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>Failing Grade</td>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Incomplete: “I”
A grade of “I” indicates that course requirements, such as a final exam or written coursework, have not been completed by the end of the semester. An “I” grade is given at the instructor’s discretion. The student must arrange with the instructor to complete the remaining requirements no later than the end of the following semester (not including summer term) by developing a completion plan/contract with the instructor. Being on a Leave of Absence does not extend the one semester time frame for completing outstanding work. When the work is completed, the instructor will determine the final grade. Please note that Full-time MBA students who receive an “I” in Module One or Module Two cannot continue to Module Three unless the “I” is resolved before the start of the spring semester.

If work is not completed and a final grade is not submitted within one full academic semester of when the “I” was issued, the “I” will be converted into an “F” grade. In extenuating circumstances, a student may petition for an extension of the time limit to complete the work. The instructor who gave the “I”
grade must endorse the written petition, which must then be submitted to the Graduate Programs Office. Students with incomplete grades in core courses, excluding Executive Skills courses and PL700, are not eligible to be inducted into Beta Gamma Sigma, the national business honor society.

An “I” grade has no honor points; therefore, it is not calculated into the cumulative GPA (CGPA). When the professor reassigns the grade once the student completes the work, or when the Graduate Programs Office Senior Systems Administrator (Registrar) converts the “I” to an “F” following the procedures outlined above, the grade for the course is then included in the calculation of the GPA. **Students may not graduate with an “I” grade on their transcript for courses counting towards their degree requirements.**

**Course Withdrawal: “W”**
A grade of "W" in a course indicates that the course was dropped after the semester deadline to drop a class without a “W.” A student who withdraws from a course forfeits the right to complete the course in that semester and to receive a grade. Please note that Full-time MBA students who receive a “W” in Module One or Module Two cannot continue to Module Three unless the “W” is resolved before the start of the spring semester. Students are charged full tuition for "W" grades.

**Course Failure: “F”**
A grade of "F" indicates failure to pass the course. A student who earns a grade of "F" in a core course (including Executive Skills classes and PL700) must repeat that course with a passing grade. A student who earns a grade of "F" in an elective course must subsequently repeat that course or take another elective and earn a passing grade. When a course is repeated, both the "F" and the subsequent grade remain on the student’s permanent record, and both grades are included in the calculation of the cumulative grade point average (CGPA). Please note that Full-time MBA students who receive an “F” in Module One or Module Two cannot continue to Module Three unless the “F” is resolved before the start of the spring semester.

**Retaking Courses**
MBA and MS-MBA students cannot retake a GSM course that has been successfully completed in order to improve their grade performance and/or CGPA. MBA and MS-MBA students also cannot audit a class first and then retake it for credit. Courses in which a grade of “F” or “W” have been received can be retaken because “F” and “W” grades cannot be used to satisfy MBA or MSIS degree requirements. MBA and MS-MBA students can also retake non-GSM graduate electives at Boston University in which they have received a grade below “B-” because only non-GSM electives with grades of B- or higher can be used to satisfy MBA or MSIS degree requirements.

**Grading Guidelines**
The School of Management follows school-wide voluntary guidelines for MBA core courses that are graded:
- No more than 40% of grades in a class should be in the A or A- range
- Grades in the C+, C, or C- range are legitimate passing grades, and they should be used in the case of very low performing students.

The School of Management follows school-wide voluntary guidelines for MBA elective courses that are graded:
- No more than 50% of grades in a class should be in the A or A- range
Cumulative Grade Point Average (CGPA)

All graded graduate-level courses taken at the Boston University School of Management to fulfill the MBA or MSIS requirements are included in the computation of the cumulative grade point average (CGPA). Grades are computed on a 4.00 scale. Please note that ES724 is a pass/fail course. The grade of pass does not count towards the GPA but the grade of “F” does count in the GPA calculation. Coursework taken outside the Boston University School of Management will not be calculated into the student’s CGPA. If a student drops from the MS·MBA program, all MSIS courses taken would count toward the student’s MBA CGPA.

Calculating CGPA

Dual-degree (excluding MS·MBA) students will have cumulative grade point averages calculated separately for each degree. MS·MBA students will have one combining CGPA, which includes all GSM coursework. In order to calculate CGPA, divide the number of grade points earned in GSM courses by the number of GSM credits attempted (do not include “W” or “P” grades). The grades and credits of all repeated courses are calculated in the GPA. The following grade symbols are not given honor points, and work recorded with any of these symbols is not used in the calculation of grade point averages: AU, P, W and MG. “I” grades are not computed until all required work is completed and an appropriate letter grade assigned.

\[
\text{Honor Points in Course} = (\text{Honor points for grade}) \times (\text{credits in course})
\]

\[
\text{Cumulative GPA} = \frac{\text{Total honor points from all GSM courses}}{\text{total GSM credits attempted}}
\]

Grade Verification

Federal law prohibits staff members from giving grades over the phone or via email. Students may receive their grades in one of the following ways:

- Students may obtain an unofficial or official copy of their grades/transcript by logging on to the Boston University Student Link at www.bu.edu/studentlink, click on Academics, then on Transcript Preview and Ordering;
- At any time, a student may request a grade mailer in person at the Office of the Registrar: http://www.bu.edu/reg/.

Academic Honors

Honors will be awarded to graduates whose cumulative GSM grade point average (CGPA) is 3.55 or higher. High honors will be awarded to graduates whose cumulative GSM CGPA is 3.70 or higher.

Beta Gamma Sigma

The highest achieving MBA and MS·MBA students are eligible for induction into the Beta Gamma Sigma International Honor Society. Selection for Beta Gamma Sigma is made on the basis of cumulative GPA after the fall of the second year. Students must have applied to graduate in order to be considered. Students who fail to submit an Application for Graduation by the date indicated in the graduation section of this handbook will not be reviewed for Beta Gamma Sigma eligibility.

A student with an “I” grade in a core course (excluding Executive Skills courses and PL700) is not eligible for Beta Gamma Sigma. Additional information on Beta Gamma Sigma can be obtained from the Graduate Programs Office.

Academic Performance Review for MBA, MS·MBA and Dual Degree Students

The Graduate Programs Office (GPO) monitors students’ academic performance at the end of modules, fall, spring and summer semesters up until the time of graduation. An MBA, MS·MBA, or dual degree
The student must maintain a cumulative GSM grade point average (CGPA) of at least 2.70 (on a 4.0 scale) to be in good academic standing (i.e., to graduate). Coursework taken outside Boston University School of Management is not calculated into the student’s CGPA.

The MBA Faculty Program Development Committee (PDC) has final responsibility for decisions regarding MBA, MS-MBA, and dual degree students with poor academic standing. The PDC determines whether students with poor performance will be withdrawn or permitted to stay in the MBA or MS-MBA and dual degree program and if so, what specific steps must be taken to regain good academic standing.

All MBA, MS-MBA, and dual degree students who are not in good academic standing (i.e., with CGPAs below 2.70) after 8 credits attempted will be referred to the PDC for review. Students will be informed of their academic position via their BU email address prior to the start of the subsequent semester or module. All students in poor academic standing must meet with their GPO advisor (in person or by telephone) within 48 hours of receipt of this communication to discuss the situation. If a Student Statement (described below) is submitted, this is due within 72 hours of the performance notification. It is the student’s responsibility to be aware of the tight window between notice and action and plan accordingly.

Based on the student’s GSM CGPA there are two categories of poor academic performance:

- MBA, MS-MBA, and dual degree students with a GSM CGPA less than 2.70 but equal to or greater than 2.55 after 8 credits attempted will be placed on academic probation. The PDC will take one of the following probationary actions: (1) written warning, (2) written warning with requirements, or (3) required suspension for one or two semesters. The PDC determines the terms of the probation. The student will have the opportunity to provide a written statement concerning their academic performance to inform the PDC’s probation plan (See Student Statement, below). To remain in the program, students must make progress as outlined in the probation plan.

- MBA, MS-MBA, and dual degree students with a GSM CGPA less than 2.55 after 8 credits attempted will be informed that they have been flagged for withdrawal from the program. All withdrawal cases come to the PDC for a final review. As input into the PDC decision regarding permanent academic withdrawal, the student has the opportunity to provide a written statement explaining their academic performance (See Student Statement, below). A PDC decision for permanent academic withdrawal is final and no appeals to the PDC beyond the Student Statement are allowed.

After all program credits are completed, all MBA, MS-MBA, and dual degree students must achieve a 2.70 or higher CGPA in each of their degrees in order to graduate. Students are not permitted to take additional credits beyond the semester in which they have completed their degree requirements in order to improve their CGPA or restart enrollment, nor can they withdraw and re-enroll.

Please be aware that your CGPA can also affect your eligibility for continuing financial aid including scholarships and loans. Students must maintain satisfactory academic progress (at least 2.70 CGPA) in order to be eligible for continued Federal Loan and private educational loan funding.

**Student Statement:** The Student Statement is voluntary though it is strongly encouraged as it offers the sole opportunity for student input into PDC decisions. The statement is self-reflective and provides the
student’s explanation for their poor academic performance. The Statement is due within 72 hours of notice of poor performance by the GPO. The Statement is the student’s individual work product and must be prepared accordingly.

**Academic Conduct**

All students must adhere to the School of Management’s Graduate Student Academic Conduct Code, which can be found on the Graduate Programs Office website ([http://smgworld.bu.edu/gpo](http://smgworld.bu.edu/gpo)). While matriculated in the MBA or MS-MBA Program all students are expected to exhibit appropriate behavior in their academic performance. Any student who fails to do so will be brought before the School of Management’s Academic Conduct Committee, as outlined in the School of Management’s Academic Conduct Code, for appropriate action. Students may be suspended or expelled at the discretion of the Committee.
**COURSE LOAD**

**Full-Time Status**
Individuals who register for 12 or more credits are considered full-time students by the University and are charged a flat full-time tuition rate during the academic year, which covers 12 to 18 credits. International students are required to be enrolled full-time each semester of the academic year (Fall/Spring). However, with the permission of the International Students and Scholars Office (ISSO), international students with F-1 immigration status can apply for a reduced course load and enroll less than full-time in their final semester of study during the academic year. Before applying for a reduced course load, students must notify their GPO advisor.

**MS·MBA Course Load**
MS·MBA students take 19 credits in the fall semester and 23 credits in the spring semester of their first year. They take 8 credits in the summer between the first and second years, 16 credits in the fall of their second year, and 18 credits in the spring. Students required to take a course load beyond 18 credits will automatically be granted a waiver for the additional charges up to the number of credits prescribed in their curriculum for that semester.

**Student Enrollment Status**
Students whose enrollment status (part-time/full-time) is inconsistent with the number of credits for which they have registered are considered “out of status” by the Registrar’s Office and Student Accounting Services. Students who are “out of status” will have a hold placed on their student account and will not be included on instructors’ class lists. Students may change their official enrollment status by contacting their academic advisor.

**Course Overload**
Standard full-time tuition covers 12-18 credits per semester. All full-time students can automatically take up to 18 credits per semester. Overloading is registering for more than 18 credits in a semester. Every additional credit beyond 18 credits will incur per-credit charges. Students required to take a course load beyond 18 credits will automatically be granted an overload covering the additional charges up to the number of credits prescribed in their curriculum for that semester. Students who are not in good academic standing (GSM GPA below 2.7) may not register for more than their prescribed curriculum or 18 credits (whichever is higher) in any given semester. **Dual Degree Students: Please contact your advisor to determine the course overload policy for your particular program.**

**Full-time Single Degree MBA and MS·MBA Students**
First year students may not overload beyond their prescribed curriculum. In fall semester of year two students in good academic standing may take one 3 credit elective beyond their prescribed curriculum without charge; please refer to the chart below for details. In order for charges to be waived, the student must complete a Course Overload Form, available on the GPO website (http://smgworld.bu.edu/gpo/forms).

<table>
<thead>
<tr>
<th></th>
<th>2nd Year Fall Semester</th>
<th>2nd Year Spring Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time MBA</td>
<td>19 credits</td>
<td>N/A*</td>
</tr>
<tr>
<td>MS·MBA</td>
<td>19 credits</td>
<td>21 credits</td>
</tr>
</tbody>
</table>
*Please note: The prescribed curriculum for the spring semester of the 2\textsuperscript{nd} year is 12 credits. Full time tuition covers up to 18 credits of coursework and therefore an overload is already built in, and no additional paperwork is necessary.
COURSE INFORMATION

Course Identification
Courses are identified with a combination of numbers and letters.

<table>
<thead>
<tr>
<th>School</th>
<th>Course Section</th>
<th>Title</th>
<th>Credits</th>
<th>Day/Time</th>
<th>Instructor</th>
<th>Room</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSM</td>
<td>AC710 B1</td>
<td>Financial . . .</td>
<td>3</td>
<td>T/R 8-9:30</td>
<td>Jones</td>
<td>SMG 322</td>
<td>Reserved for Cohort B</td>
</tr>
<tr>
<td>GSM</td>
<td>MK856 F1</td>
<td>Consumer Beh...</td>
<td>3</td>
<td>W 6:00-9:00</td>
<td>Utter</td>
<td>SMG 310</td>
<td>MK723/724</td>
</tr>
</tbody>
</table>

School or College
On the Student Link, the course number is preceded by a school or college designation. All graduate level courses at the School of Management are represented by ‘GSM.’

Course Number
Two letters are used to represent the area of study and are followed by a 3-digit number to represent the specific course. The areas of study are:

- AC  Accounting
- ES  Executive Skills
- FE  Finance
- HM  Health Sector Management
- IM  International Management
- IS  Information Systems
- MK  Marketing
- OB  Organizational Behavior
- OM  Operations and Technology Management
- QM  Quantitative Methods
- PL  Markets, Public Policy and Law
- SI  Strategy & Innovation
- MG  General Management

The numbers for graduate-level courses are in the 700s and 800s. Course numbers in the 900s are doctoral level and may be available to MBA students with permission of the instructor when noted on the schedule.
Course Section
Course sections are represented by a combination of one letter and the numeral “1” or “2.” The section letters have several meanings and they are described below. A number follows the letter to signal the numbers of sections being offered (“1” for one section and “2” for two sections.) The Graduate Programs Office posts a schedule of all courses on the Registration section of its website and on the Student Link.

A, B, C, D  Offered during the day (8:00 AM to 6:00 PM) and meet twice per week
- Sections of core courses are for full-time day, cohorted MBA students
- Sections of electives are open to all GSM students

F, G  Offered in the evening (6:00 PM to 9:00 PM) and meet once per week
- F, G, sections of core courses are for PEMBA students, JD/MBA candidates, full-time students who have dropped from full-time day cohorts, and guest students
- F, G, sections of elective courses are open to any GSM student

M  Module Four classes reserved for students in the full-time MBA program.
N  Reserved for students in the BU North PEMBA program (open to Boston-campus students when seats are available)
P  Courses that meet pre-semester.
S  Executive Skills sections that meet on Saturdays.
X  Core courses reserved for students in the PEMBA cohort program.

No exceptions are made.

Prerequisites
Many core courses and most electives have prerequisites. Prerequisites are certain courses that must be successfully completed prior to taking a specific course. Prerequisites are listed in the course description packet and on the schedule, both posted by the Graduate Programs Office and on the Student Link. Although MBA and MS-MBA students are not required to have course selections approved, they may be dropped from any course for which they have not completed the prerequisites.

Pre-assignments
Professors teaching MBA or MSIS courses may require pre-assignments, which are to be completed before the first class meeting. Pre-assignments are available in the School of Management Copy Center prior to the first day of classes. Some professors also utilize SMGtools (http://smgtools.bu.edu), a course management system.

Evaluation of Instructors and Courses
During the last two weeks of each semester, students are asked to evaluate each course and instructor using an anonymous online evaluation form. The professor is not in the classroom when the evaluations are done. Evaluations are compiled after the instructors submit final grades and results are not made available to the instructor until after grades are posted. Copies of the summaries are available for student use in the Graduate Programs Office reception area.
REGISTRATION PROCEDURES

Registration
The Student Link’s WebReg is the vehicle used by full-time cohorted students to register for their electives. Student Link’s WebReg enables students to select classes, make schedule adjustments (drop/add), and receive immediate enrollment confirmation and/or information about a class. Students can review the courses for which they have registered through the Student Link (http://www.bu.edu/studentlink). Graduate Program Office academic advisors are available by appointment year-round to assist students as they plan their courses.

Registration Packets
Before registration opens for an upcoming semester, the Graduate Programs Office emails students detailed information about course offerings, concentrations, registration dates, and refund policies. These packets are distributed electronically. It is the student’s responsibility to check his/her BU email account, particularly the GPO Weekly Update, regularly for this important information. Students can also view information on the GPO Website (http://smgworld.bu.edu/gpo/).

The School of Management semester dates, as well as add/drop and refund deadlines, may be different from the University schedule. The summer session dates are always different from the University Schedule. It is important that students refer to the materials provided by the Graduate Programs staff and that they check their email regularly for semester schedule updates.

Course Overlap Policy
Students cannot be registered and enrolled in two classes that meet at the same time as listed on the published schedule.

Adding a Course
Students may add most standard courses through the second week of classes using the Student Link’s WebReg. However, all courses in the first year of the Full-time MBA program, due to the module format, follow non-standard semester dates. For add/drop dates for non-standard semester courses, please visit the Student Link and click on the dates listed by the class.

Dropping a Course
Students may drop full semester courses using the Student Link’s WebReg system until the end of the drop period. A full semester course dropped by the drop deadline will not appear on the student’s record. Full semester courses dropped after the drop deadline will be indicated on the transcript with a "W" grade, and the student will be charged for the course. Standard full semester courses may not be dropped later than ten full weeks after the start of the semester. Please note, all courses in the first year of the Full-time MBA program, due to the module format, follow non-standard semester dates. For add/drop dates for non-standard semester courses, please see the schedule on the Student Link. Students who drop a core class cannot be cohorted the following semester.

Overcharges result when full-time students change to part-time status because they are registered for fewer than 12 credits. Any extra amount that has already been paid will be credited to the student’s account. The balance will be refunded upon request in person, or in writing, to the Comptroller's Office within Student Accounting Services. If students have received any financial aid, however, the refund must be requested through the Assistant Director of Financial Aid in the Graduate Programs Office.
Students may withdraw from a course in either summer session using the Student Link prior to the first day of the summer session. If the drop is processed prior to the first day of either term, full tuition and fees will be credited or refunded. If the drop is processed on or after the first day of either summer session, but before the drop deadline, the student is responsible for the registration fee only. If the drop is processed after the date published by the Graduate Programs Office, the student is responsible for the full tuition and fees and will receive a "W" for the course.

Students can drop all of their courses, up until the first day of classes, during the summer sessions, using the Student Link’s WebReg.

**Dropping All Courses (September – May)**

It is not possible for students to drop all of their classes via the Student Link’s WebReg during the academic year. Students who wish to drop all of their courses during the fall or spring semester must meet with their advisor to complete a Leave of Absence/Withdrawal form, available in the Graduate Programs Office. **Signed and dated** written requests to drop all courses can also be mailed, emailed or faxed (617-353-9498) to the GPO. Students should confirm by phone or email that their mailed or faxed requests have been received. The effective date that the courses are dropped will be the date that the student completes the Leave of Absence/Withdrawal form. Refunds are determined as follows for fall and spring semesters:

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to First Day of Classes</td>
<td>100% Tuition and Fees</td>
</tr>
<tr>
<td>First Two Weeks of Classes</td>
<td>80% Tuition</td>
</tr>
<tr>
<td>Third Week of Classes</td>
<td>60% Tuition</td>
</tr>
<tr>
<td>Fourth Week of Classes</td>
<td>40% Tuition</td>
</tr>
<tr>
<td>Fifth Week of Classes</td>
<td>20% Tuition</td>
</tr>
<tr>
<td>After the Fifth Week of Classes</td>
<td>0% Tuition</td>
</tr>
</tbody>
</table>

**Auditing Courses**

Students who wish to audit (AU) a course must have the written consent, via a course adjustment form, of the instructor for the audit to be approved. The course adjustment form must be returned to the Graduate Programs Office. The tuition charge is the same as taking the course for credit, however students do not receive grades or credits for audited courses nor can they be used to fulfill degree requirements. Students will be allowed to audit only one course per semester. Please note: **Students cannot audit a School of Management course and then re-take the course for academic credit.**

**Directed Study**

**Investigation of Area of Interest**

Students who wish to conduct research in a specific area of interest under the guidance of a faculty member may apply for directed study. Directed studies can vary from 1 to 3 credits. A directed study may not substitute for a required course (including all core, Executive Skills and Career Management courses) or duplicate an existing elective course. Upon completion of the directed study, the student receives a grade from the sponsoring faculty member.

MBA students wishing to do more than one directed study during the course of their program must attach copies of any previous directed study applications to any subsequent applications. The subsequent application will be subject to careful review to ensure that the studies are clearly non-overlapping, separate courses. A student may not do more than one directed study in a given semester.
Procedure for Directed Study

- Obtain a directed study application for full-time students from the Graduate Programs Office or download the form from the GPO website (http://smgworld.bu.edu/gpo/forms)
- Discuss plans for directed study with an appropriate faculty member
- Negotiate area of investigation, requirements, number of credits, and evaluation criteria with the faculty member
- Complete the application for directed study and have it signed by the faculty member, department chairman, and program director, if applicable
- Return the form to the Graduate Programs Office for approval no more than two weeks after the start of the semester. Upon approval, the Graduate Programs Registrar will assign a course number for the class and process the registration

Professional Skills

The Professional Skills Collection consists of three elements integrated into the full-time MBA curriculum: Communications; Teaming, and Career Management. First, Communications focuses on both oral elements – including development of a presenter’s delivery skills and message clarity – and writing elements – including how to exercise leadership through writing and understanding how strategies of written communication are an essential aspect of effective management. Second, Teaming will support student work on teams while also assessing the dynamics by which teams form, develop, change, achieve success and transform or disband. Third, Career Management will assist students in transforming personal interests into professional goals, and these goals into an MBA level, candidate-driven internship and job search through a set of complementary resources and activities. Each of the three professional skills elements are integrated within, and delivered alongside, the integrated modular MBA core experience.

The course sequence occurs as follows:

- ES721 – Teaming – Fall Semester Year 1 (0 cr.)
- ES722 – Executive Communication – Fall Semester Year 1 (0 cr.)
- ES723 – Career Management – Fall Semester Year 1 (0 cr.)
- ES724 – Professional Skills – Fall Semester Year 2 (1 cr. Pass/Fail)
LEAVE OF ABSENCE

Students who must discontinue matriculation temporarily (by not taking any classes in a fall or spring semester) must meet with a Graduate Programs advisor to complete the Withdrawal/Leave of Absence Form. If a student is unable to meet with an advisor, s/he can mail, email, or fax a signed and dated request for the leave of absence to the Graduate Programs Office, which will be effective on the date that the GPO receives the form. If a student has submitted the Withdrawal/Leave of Absence form or signed request for a leave of absence prior to the start of a semester for which he or she had previously registered, the charges for that semester will be canceled. If the semester has already started, the student may be entitled to a partial refund.

Students on a leave of absence are encouraged to notify their Graduate Programs advisor 4 weeks prior to resuming their studies in a given semester. Likewise, students should notify their advisor if they decide not to return to the Program. A leave of absence does not extend the time frame for making up outstanding work related to an Incomplete grade. A leave of absence cannot extend beyond four semesters and does not extend the six-year time limit for degree completion. If students do not return after four semesters, they will be withdrawn from the program.

Leave of Absence for Medical Reasons
University policy requires that a student “seeking to re-enroll after a medical leave must demonstrate to the University that the student’s health permits the successful completion of studies.” This link (http://www.bu.edu/shs/files/2011/05/LOA-Instructions.pdf) outlines the information students must provide to the University prior to re-enrolling and the timeline for submitting the required documentation.
WITHDRAWAL FROM THE UNIVERSITY

Voluntary Withdrawal
Students who wish to withdraw from the MBA or MS·MBA Program must meet with a Graduate Programs advisor to complete the Withdrawal/Leave of Absence Form. If a student is unable to meet with an advisor, s/he can mail, email, or fax a signed and dated request for withdrawal to the Graduate Programs Office, which will be effective on the business date that the Graduate Programs Office receives the form. If a student has submitted the Withdrawal/Leave of Absence form or signed request for withdrawal prior to the start of a semester for which s/he had previously registered, the charges for that semester will be canceled. If the semester has already started, the student may be entitled to a partial refund.

Withdrawal for Non-Payment
Students who have not settled their student account by the fifth week of classes during the semester, or by the first week of summer sessions, have a hold placed on their account and may be withdrawn for non-payment by the Comptroller's Office. Students who wish to settle their account in order to be officially registered must do so through Student Accounting Services (http://www.bu.edu/studentaccountingservices/).

Academic Withdrawal
To be in good academic standing, MBA, MS·MBA, and dual degree students must maintain a cumulative grade point average of 2.70 or above. MBA, MS·MBA, and dual degree students with a GSM CGPA less than 2.55 after 8 credits attempted will be informed that they have been flagged for withdrawal from the program. All withdrawal cases come to the PDC for a final review. As input into the PDC decision regarding permanent academic withdrawal, the student has the opportunity to provide a written statement explaining their academic performance. A PDC decision for permanent academic withdrawal is final and no appeals to the PDC beyond the Student Statement are allowed.

MBA, MS·MBA, and dual degree students with a GSM CGPA less than 2.70 but equal to or greater than 2.55 after 8 credits attempted will be placed on academic probation. The PDC determines the terms of the probation. To remain in the program, students must make progress as outlined in the probation plan.

For more information about academic withdrawal, refer to the Academic Performance Review section of this handbook.

Withdrawal for Inappropriate Student Behavior Including Academic Misconduct
While matriculated in the MBA or MS·MBA Program, all students are expected to exhibit appropriate behavior. Any student who exhibits behavior that violates the rights of others and/or the standards of academic life will be brought before the School of Management’s Academic Conduct Committee, as outlined in the School of Management’s Academic Conduct Code, or the University’s Office of Judicial Affairs, as outlined in the University’s Code of Student Responsibilities, for appropriate action. Students may be suspended or expelled at the discretion of the Committees.
Students may seek advanced standing or pursue alternative course options through:
- Petitioning to transfer graduate-level elective credits.
- Applying to take an elective at another Boston University school/college.

Note that incoming students will be granted elective transfer credits based on their current curriculum and once credits are posted to the transcript, no changes can be made, even if the student later changes status (i.e. switches from full-time to part-time).

**Important Information about Residency Requirements**

MBA and MS·MBA students must complete core courses, required electives, and Executive Skills in residence at Boston University’s School of Management. Transfer of credit is not permitted for any of these courses.

Regardless of the number of credits transferred, in order to have the MBA or MS·MBA degree(s) conferred, all students are required to meet their residency requirements as described in the following chart:

<table>
<thead>
<tr>
<th>Degree Program</th>
<th>Total Credits Required</th>
<th>Credits That Must be Taken in Residency at BU’s SMG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Degree MBA</td>
<td>64</td>
<td>40</td>
</tr>
<tr>
<td>MS·MBA</td>
<td>40 for MBA</td>
<td>44 for MSIS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>34 for MBA</td>
</tr>
<tr>
<td></td>
<td>40 for MBA portion</td>
<td>40**</td>
</tr>
<tr>
<td>Dual-Degree MBA</td>
<td>40 for MBA portion</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>** Dual-degree students who have elective transfer credits are required to take an additional School of Management elective to fulfill the residency requirement.</td>
</tr>
</tbody>
</table>
TRANSFER OF ACADEMIC CREDIT (INCLUDING CONSORTIUM SCHOOL COURSES)

Transfer of Academic Credit for Previously-Completed Coursework (prior to matriculation)
All core classes must be taken at SMG. Students may request transfer of credit for previously completed, graduate-level elective coursework. The following policies must be met in order to transfer in elective courses:

- The course was completed within the past five calendar years.
- A grade of B- or better was earned in the course.
- The course was completed at an MBA program accredited by the International Association to Advance Collegiate Schools of Business (AACSB). Member schools are listed at [http://www.aacsb.edu/accreditation/AccreditedMembers.asp](http://www.aacsb.edu/accreditation/AccreditedMembers.asp).
- The course was taken for credit and was not used toward the completion of another degree or certificate.
- The course is not equivalent to any core course or Executive Skills course.
- Online courses are not eligible for transfer of credit.

Transfer courses may not count towards the requirements for a concentration, or towards the requirements of either the HSM or PNP program.

Incoming students will be granted elective transfer credits based on their curriculum and once credits are posted to the transcript, no changes can be made, even if the student later changes status (i.e. switches from full-time to part-time).

Transfer of Academic Credit for Current SMG Students (while matriculated)
In addition to the requirements outlined above, current students wishing to take classes at other (outside of GSM and Boston University) colleges or universities must abide by the following guidelines:

- Students must submit their Petition at least one month prior to the first class meeting
- Except under extenuating circumstances, current students cannot petition for transfer of credit for courses offered in SMG during the same academic year (fall/spring)
- Students interested in taking courses through the University Consortium should refer to the section titled “Taking Courses at Colleges/Universities in Consortium”

Process for Applying for Transfer of Academic Credit
Students can complete the Transfer of Academic Credit Application on the GPO website. Students should submit the application at least one month prior to the first course meeting. A separate application must be submitted for each course for which credit is sought. Additionally, the following materials must accompany each application:

- An official course description
- A course syllabus (current students should obtain the most current syllabus available for a course they hope to take; new students should provide the actual syllabus for a course they have taken in the past) including a list of textbooks and supplementary readings and a course-meeting schedule indicating the number of class meetings, exam dates, and start/stop time of each class.
- New students should submit a sealed, official transcript (unless this is already part of your admission file), and current students will submit a transcript once the course has been completed.

Each application will be evaluated by a department chair to ensure that the course contains a level of academic content deemed appropriate for the Boston University MBA or MS-MBA Program. Once the
department chair has reviewed and completed the application, it will be returned to the GPO. Students must also submit a sealed, official transcript once the course has been completed.

The GPO will notify students of the status of each application by email. Approved transfer credits will be noted on the student's transcript, but will not be a factor in the computation of the grade point average nor will grades received in transfer courses appear on a student’s BU transcript.

Taking Courses at Colleges/Universities in Consortium

Boston University, Boston College, Brandeis University, Tufts University, and Hebrew College are members of a consortium that permits matriculated students from one Consortium institution to enroll in a course at another Consortium institution. Courses taken at Consortium schools do not automatically transfer into the School of Management. SMG students must go through the Transfer of Academic Credit Application process for consortium school courses; approval and credits awarded are strictly subject to the transfer of credit policy. Per consortium arrangements, tuition for approved courses will be paid to Boston University during the fall and spring academic year semesters. The grade will appear on the Boston University transcript but will not be a factor in the computation of the GSM grade point average.

To request transfer of credit for a consortium course, a student must:

- Discuss their plans with their academic advisor in the GPO.
- Submit an Application for Transfer of Academic Credit with required accompanying materials.
- Obtain a Cross-Registration Petition Form from the BU Office of the University Registrar for consortium courses taken during the academic year semesters. Cross registration for consortium courses is not available in the summer. The student should complete this form, obtain appropriate signatures from both the home (BU) and host institutions, and submit the completed Cross-Registration form to the Registrar's Office at the Consortium-member institution to complete cross-registration.
- Students should submit a copy of the form to the GPO for their student file.

TAKING GRADUATE ELECTIVES AT OTHER BU SCHOOLS/ COLLEGES

Graduate Elective Request Procedure

With prior approval, students may take management-related electives at other graduate schools and colleges within Boston University. Students should start by contacting the school/college in which they wish to take the course to determine that school's enrollment policies and deadlines. Students must then submit a Graduate Elective Request Form (available on the GPO website), including a course description and a course syllabus, as well as an explanation of how the proposed course fits into the student’s educational objectives, and submit it to the GPO prior to the beginning of the semester.

SMG faculty will evaluate the application, and the student will be notified by email as to whether or not the course has been approved. The student then finalizes the process by contacting the other school/college to formally register for the course. It is advisable to apply and receive approval from the faculty member prior to registering for the course. Credit for the course will not be applied toward the MBA or MSIS degree unless the student earns a grade of B- or better. The grade will appear on the Boston University transcript but will not be a factor in the computation of the GSM grade point average.
MBA AND MS-MBA STUDENT RECORDS & TRANSCRIPTS

RECORDS

Official Student Records
Official records of MBA and MS-MBA students are kept in the Graduate Programs Office, where the electronic files are accessible only to the student, appropriate faculty, members of the respective Program Development Committee (PDC), and authorized members of the School of Management staff. Access to the student record by any individual, other than those previously mentioned, requires the written consent of the student.

Student Access to Student Records
A student who wishes to review the content of his/her record must make an appointment with his/her Graduate Programs advisor. The student may review the record only in the presence of a staff member during regular office hours. If a student has waived the right to see his/her letters of recommendation, these letters will be withheld. We recommend that students view the Office of the University Registrar website at: http://www.bu.edu/reg/general-information/ferpa/ for additional information on the Family Education Rights and Privacy Act (FERPA).

Unofficial Transcripts
Unofficial transcripts may be requested in person from the Transcript Office at the Office of the University Registrar, 881 Commonwealth Avenue, 2nd floor. They may also be obtained via the Student Link (http://www.bu.edu/studentlink/).

Official Transcripts
Official transcripts, which bear the seal of the University, may be requested from the Transcript Office at the Office of the University Registrar, 881 Commonwealth Avenue, 2nd floor, for a minimal fee. Requests must be made in writing or in person; telephone requests will not be accepted. Transcripts may be mailed express delivery for an additional charge. Official transcripts may also be requested via the Student Link (http://www.bu.edu/studentlink). Please call the Transcript Office (617-353-3616) for more information or view their website at: http://www.bu.edu/reg/grades/index.html

Formal Complaints
Any student unhappy with a policy or procedure in the MBA program may issue a formal complaint through a personal meeting, email, or written memo. The initial recipient may be a faculty member, dean, or GPO advisor. The initial complaint should then be referred to the Director of MBA Programs within 48 hours. The Director will immediately contact the complainant to hear the concerns first-hand and clarify details. The Director will call a meeting with the appropriate parties with power for resolution i.e. Assistant Dean, Associate Dean, or faculty member. Within a week, an outcome should be reached and the student will be informed about resolution of concerns, if any are possible.
DEGREE COMPLETION

Single-degree MBA
To qualify for the MBA degree, students (except for dual-degree candidates) must:

- Complete all core and required courses (this includes any additional requirements, such as internships required for Health Sector Management and Public and Nonprofit Management students) and approved electives for a total of 64 credits. A student may transfer no more than the equivalent of 24 credits. At least 40 credits must be taken at the Boston University School of Management. Note that 1-credit Curricular Practical Training (CPT) courses for international students cannot be used to satisfy MBA degree requirements. PDP (physical education) and other non-approved courses cannot be used to satisfy MBA degree requirements.
- Have a cumulative GPA of at least 2.70.
- Have no “I” or “MG” grades in classes that are counting towards the MBA.

MS·MBA
Students enrolled in the MS·MBA Program must:

- Complete all MBA core courses and approved electives for a total of 40 credits.
- Complete all MSIS core courses and approved electives for a total of 44 credits. Note that 1-credit Curricular Practical Training (CPT) courses for international students cannot be used to satisfy MBA or MSIS degree requirements. PDP (physical education) and other non-approved courses cannot be used to satisfy MBA or MSIS degree requirements.
- Have a cumulative GPA of at least 2.70.
- Have no “I” or “MG” grades in classes that are counting towards the MBA or MSIS.

Dual-degrees
Students enrolled in a dual-degree (excluding MS·MBA) program must:

- Fulfill the requirement of at least 40 credits in the MBA Program. These courses include 37 core and required classes and at least 3 approved elective credits. If any credits are transferred, additional elective credits must be taken to satisfy the 40-credit residency requirement. Note that 1-credit Curricular Practical Training (CPT) courses for international students cannot be used to satisfy MBA degree requirements. PDP (physical education) and other non-approved courses cannot be used to satisfy MBA degree requirements.
- Have a cumulative GPA of at least 2.70 in the MBA portion of the program.
- Have no “I” grades or “MG” grades in classes that are counting towards the dual degree.

Time Limit for Degree Completion
There is a time limit for completion of degree requirements of six years from the date the student matriculated in the MBA or MS·MBA Program. A Leave of Absence does not extend the six-year time limit for completion. A student may petition for an extension of the time limit for a valid reason. A letter of petition must be submitted to the Director of MBA Programs. This letter must state the reason for the request, the proposed graduation date, and the specific plan of study, including a detailed map of specific courses and when they will be taken, to complete all degree requirements. Students who do not graduate within the six-year time limit must petition for extension of the time limit or face
withdrawal from the program. Dual-degree students must complete the requirements of both degrees within six years of matriculation to BU.

CONCENTRATION COMPLETION

Students who wish to graduate with a formal concentration in Entrepreneurship, Finance, International Management, Leadership and Organizational Transformation, Marketing, Operations and Technology Management, or Strategy and Business Analysis must complete a concentration enrollment form. Students who satisfy concentration requirements will receive the corresponding designation on their transcript. Concentration requirements and applications can be found on the GPO website (http://smgworld.bu.edu/gpo/).

Please note that completion of MBA degree requirements and completion of concentration requirements are completely separate from one another.

APPLYING FOR GRADUATION

All Students must file an Application for Graduation with the Graduate Programs Office prior to the completion of their degree requirements. Failure to meet graduation application deadlines, as outlined below, may impact a student’s graduation and Beta Gamma Sigma eligibility. It is the student’s responsibility to initiate the graduation process.

<table>
<thead>
<tr>
<th>Graduation Date</th>
<th>Graduation Applications due no later than:</th>
</tr>
</thead>
<tbody>
<tr>
<td>May Graduates</td>
<td>November 15th</td>
</tr>
<tr>
<td>September Graduates</td>
<td>November 15th</td>
</tr>
<tr>
<td>January Graduates</td>
<td>April 15th</td>
</tr>
</tbody>
</table>

Upon receipt of the graduation application, an academic advisor reviews the student’s record to confirm anticipated completion of degree requirements. The advisor will contact the student if there are any questions about his/her academic record or send the student an email confirming his/her tentative graduation status. Students will be graduated at the end of the semester in which they have completed their degree requirements.

Graduation Dates

Boston University awards degrees three times during the year, depending upon when degree requirements have been completed.

<table>
<thead>
<tr>
<th>Graduation</th>
<th>Courses Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 25</td>
<td>Summer Session I or II</td>
</tr>
<tr>
<td>January 25</td>
<td>Fall Semester</td>
</tr>
<tr>
<td>May (main ceremony)</td>
<td>Spring Semester</td>
</tr>
</tbody>
</table>

All graduates of the previous September and January graduations, May graduates, and tentative graduates for the following September are invited to attend the School of Management Commencement ceremony in May. The School of Management does not hold any other event for September and January graduates. Information about the ceremony is disseminated in the spring to the official September and January graduates and tentative May and September graduates.
Diplomas
The Diploma Office at the Office of the University Registrar prepares diplomas. Students use the Diploma and Graduation Information option on the Student Link (www.bu.edu/studentlink) in order to confirm the name to appear on the diploma and how they wish to pick up their diploma. Students who do not plan to attend the May GSM Commencement ceremony must indicate where they want their diploma sent or if they wish to pick it up at the Diploma Office. Diplomas are mailed approximately 8 weeks after graduation.