The MSMS Handbook
A Guide to Policies and Procedures

2015-2016 Academic Year
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This handbook is a reference document that delineates the current policies and procedures for MSMS students, entering in fall 2015. Students should become familiar with the policies and use the Handbook as a resource throughout their program. It is revised each year to reflect new or changed policies and procedures.

**Important Contacts**

**MSMS Lead Faculty**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Carlile</td>
<td>Senior Associate Dean &amp; Associate Professor</td>
<td>617-353-4287</td>
<td><a href="mailto:carlile@bu.edu">carlile@bu.edu</a></td>
</tr>
<tr>
<td>Karen Golden-Biddle</td>
<td>Questrom Professor in Management</td>
<td>617-353-9406</td>
<td><a href="mailto:kgbiddle@bu.edu">kgbiddle@bu.edu</a></td>
</tr>
<tr>
<td>Susan Grant</td>
<td>Clinical Associate Professor</td>
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<td><a href="mailto:sjgrant@bu.edu">sjgrant@bu.edu</a></td>
</tr>
<tr>
<td>Ray Wilson</td>
<td>Executive-in-Residence &amp; Senior Lecturer</td>
<td>617-353-9382</td>
<td><a href="mailto:rpwilson@bu.edu">rpwilson@bu.edu</a></td>
</tr>
</tbody>
</table>

**Graduate Programs Office, Room 104**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Callan Moody</td>
<td>Assistant Director, MSMS Experience</td>
<td>617-358-1156</td>
<td><a href="mailto:cbmoody@bu.edu">cbmoody@bu.edu</a></td>
</tr>
<tr>
<td>Nicola Melton</td>
<td>Assistant Director of Financial Aid</td>
<td>617-353-3584</td>
<td><a href="mailto:questromfa@bu.edu">questromfa@bu.edu</a></td>
</tr>
</tbody>
</table>

**Feld Career Center, Room 115**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cris Nigro</td>
<td>Assistant Director of Corporate Relations, FCC</td>
<td>617-358-0542</td>
<td><a href="mailto:cmnigro@bu.edu">cmnigro@bu.edu</a></td>
</tr>
</tbody>
</table>

**International Students & Scholars Office, 888 Commonwealth Ave., 2nd Floor**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lauren Snow</td>
<td>International Student Advisor, ISSO</td>
<td>617-353-3565</td>
<td><a href="mailto:ljsnow@bu.edu">ljsnow@bu.edu</a></td>
</tr>
</tbody>
</table>
MS600: MSMS LAUNCH Week

All incoming students are required to attend the MSMS LAUNCH Week. All students will be automatically registered for this session with carries a fee of $150.00.

MSMS Program Grid

**MSMS Curriculum - 36 credits**

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Intensives</th>
<th>Module 2</th>
<th>Module 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS711: Diagnosing Organizations (3 cr)</td>
<td>MS721: Communicating in Teams (2 cr)</td>
<td>MS724: Strategic Analysis (2 cr)</td>
<td>MS731: Implementing Organizational Change (2 cr)</td>
</tr>
<tr>
<td>MS712: Customers and Markets (3 cr)</td>
<td>MS722: Leadership and Persuasion (2 cr)</td>
<td>MS725: Data and Taking Action (2 cr)</td>
<td>MS732: Technology Strategy (2 cr)</td>
</tr>
<tr>
<td>MS713: Financial Decision Making (3 cr)</td>
<td>MS723: Data Analysis for Business (2 cr)</td>
<td>MS726: Collaboration and Innovation Design (2 cr)</td>
<td>MS733: Innovating the Customer Experience (2 cr)</td>
</tr>
<tr>
<td>MS714: Career: Strategy and Skills (1 cr)</td>
<td></td>
<td>MS729: Client Consulting Project B (2 cr)</td>
<td>MS739: Client Consulting Project C (4 cr)</td>
</tr>
<tr>
<td>MS719: Client Consulting Project A (2 cr)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Upon successful completion of program requirements, MSMS students are anticipated to graduate each May. The curriculum is subject to change as recommended by faculty, deans, and administrators of Questrom. “Module(s)” as used in this document refer to the courses which comprise Module 1, 2 and 3 above and Intensives.
**Academic Advising**
The Questrom School of Business is committed to providing academic advising to all MSMS students to help them complete degree requirements successfully and achieve the maximum benefit from their educational opportunities. Callan Moody, Assistant Director MSMS Experience, provides academic advising and support for the MSMS students. She can be reached at cbmoody@bu.edu or at 617-358-1156.

**Attendance Policy**
Students should be aware that attendance is a critical part of graduate education and that absences may adversely affect a student’s grade. Students should refer to their syllabi for all required dates and deliverables.

**Semester Start Dates**

**Fall Semester:** The first day of MSMS classes is Wednesday, Sept 2, 2015.

**Spring Semester:** The first day of MSMS classes is Monday, January 11, 2016. Please note that the MSMS program’s spring start date differs from the university start date.

**Satisfactory Academic Progress**
MSMS students who have earned final grades of “Honors” or “Pass” grades at the end of each module have made satisfactory academic progress and are considered to be in good academic standing. Any student a final grade of “Fail” is not considered in good standing and will be formally reviewed by the academic performance review committee, as outlined on page 5 of this handbook.

**Grading for the MSMS Program**
The MSMS program is graded on an Honors/Pass/Fail basis.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Transcript Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honors</td>
<td>“H”</td>
</tr>
<tr>
<td>Pass</td>
<td>“P”</td>
</tr>
<tr>
<td>Fail</td>
<td>“F”</td>
</tr>
</tbody>
</table>

**Honors: “H”**
A grade of “H” indicates that a student has demonstrated the highest level of understanding of the material as outlined on the syllabus, as well as the highest level of engagement and contribution to the experiential learning elements.

**Pass: “P”**
A grade of “P” indicates that a student has demonstrated understanding of the material as outlined on the syllabus and has consistently engaged and contributed to the experiential learning elements.

**Failure: “F”**
A grade of “F” indicates failure to demonstrate understanding of the material as outlined on the syllabus and/or failure to engage at the minimum required level of engagement and contribution to the experiential learning elements. Students with a final grade of “F” have not achieved satisfactory academic progress and cannot continue in the program until the module has been successfully completed. Due to the sequenced and integrated nature of the program this may mean the student have
to discontinue enrollment in order to retake the module the next academic year, if approved by the academic performance review committee. When a module is repeated, both the “F” and the subsequent grade remain on the student’s transcript.

Incomplete: “I”
A grade of “I” indicates that requirements have not been completed by the end of the module. 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 module by completing an incomplete contract with the instructor. When the work is completed, the instructor will determine the final grade. Students who receive an “I” cannot continue in the program unless the “I” is resolved before the start of the next module or the student has received written approval from the MSMS Faculty Director.

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 Assistant Director. A student may not graduate with an “I” grade on their transcript.

Withdrawal: “W”
A grade of "W" module indicates that the course was dropped after the deadline to drop a class without a “W.” A student who withdraws from a course forfeits the right to complete the class or module in the subsequent semester and to receive a grade. Due to the sequenced nature of the program students who receive a “W” cannot continue in the program until the module is completed successfully or the student has received written approval from the Faculty Director to move forward. Students may not graduate until all modules are completed successfully. Students are charged full tuition for "W" grades.

Grade Verification
Federal law prohibits staff members from giving grades over the phone. 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, 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 University Registrar.

Academic Performance Review for MSMS Students
The Graduate Programs Office monitors students’ academic performance at the end of each module, and at the conclusion of each fall and spring semester. A student must be in good academic standing to graduate.

The MSMS Faculty Program Development Committee (PDC) has final responsibility for decisions regarding students with poor academic performance. The Committee determines whether students will be permitted to stay in the program, and if so, what specific steps must be taken to regain good academic standing. A PDC decision for permanent academic withdrawal is final and no appeals to the PDC beyond the Student Statement are allowed.

All MSMS students who have not achieved satisfactory academic standing (i.e. have an “F” grade – refer to page 4) after the completion of the module 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 the Assistant Director (in person or by telephone) within 48 hours of receipt of this communication to discuss the situation. If a Student Statement
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.

MSMS students with an F grade may be academically withdrawn from the program or receive a written warning with recommendations for improvement.

Please be aware that your academic standing can also affect your eligibility for continuing financial aid including scholarships and loans. Students must maintain satisfactory academic progress, no grades of “F”, in order to be eligible for continued Federal Stafford Loan funding 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 at the Questrom School of Business must adhere to the Boston University Academic Conduct Code. While matriculated in the MSMS 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’s Academic Conduct Committee, as outlined in the Questrom School of Business Academic Conduct Code, for appropriate action which may include suspension or expulsion. Due to the sequential nature of the MSMS program, actions of the Academic Conduct Committee may prevent continued progress and require re-enrollment in a future semester to continue.

**Evaluation of Instructors and Modules**
During the last two weeks of each module, students are asked to evaluate each module and instructor using an online evaluation form. The professor is not in the classroom when the evaluations are administered. Evaluations are compiled after the instructors submit final grades and results are not made available to the instructor until after grades are posted.

**Formal Complaints**
Any student unhappy with a policy or procedure in the MSMS program may issue a formal complaint through a personal meeting, via email, or written memo. The initial recipient may be a faculty member, dean, or assistant director. The initial complaint should then be referred to the Director of Special Programs and Initiatives (Graduate Programs Office) 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 e.g. Assistant Dean, Associate Dean, or faculty member. Within a week, an outcome should be reached and the student informed about resolution of concerns, if any are possible.
Registration
The Assistant Director will register MSMS students for all of their modules each semester. Questrom students must be in compliance with BU Alert Number, Immunization, Account Balance Settlement, and MA Motor Vehicle Law Acknowledgement requirements. Students who are considered out of compliance by Boston University cannot be registered. Therefore non-compliant MSMS students must resolve any compliance issue quickly else risk their eligibility to move forward in the program. Students can check their registration and update their compliance status using the Student Link. The Assistant Director is available by appointment year-round to assist with any questions related to registration, leave of absence, withdrawal, or any other academic matter.

Leave of Absence
If a student must discontinue matriculation temporarily (by not attending in a fall or spring semester), he or she must meet with the Assistant Director to complete the Leave of Absence Form. Once a student has received a grade for any course in a semester they are no longer eligible to take a Leave of Absence for that semester, and any approved leave would be effective for the following semester. If due to extenuating circumstances a student is unable to meet with the Assistant Director, s/he can mail 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 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 been registered, the charges for that semester will be canceled. If the semester has already started, the student may be entitled to a partial refund.

The effective date that the module courses are dropped will be the date that the student submits the Leave of Absence form. Refunds are subject to the Boston University Tuition Refund Policy determined as follows for fall and spring semesters. Please note tuition is calculated based on semesters not modules and don not apply once a final grade as been posted for any course:

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Refund Percentage</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>

Students on a leave of absence are encouraged to notify the Assistant Director four weeks prior to resuming their studies in a given semester. Likewise, students should notify the Assistant Director if they decide not to return to the Program. A leave of absence does not extend the timeframe for making up outstanding work related to an incomplete grade. A leave of absence does not extend the 3-year time limit for degree completion. If students do not return within that timeframe 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 [BU Health Services Medical Leave Form](#) outlines the information students must provide to the University prior to re-enrolling and the timeline for submitting the required documentation.
WITHDRAWAL

Dropping an MSMS Module
All MSMS modules are integrated courses and sequenced and therefore it is not possible to make changes to your schedule or drop individual MSMS modules. If an MSMS student feels they are unable to move forward in the program they should immediately reach out to the MSMS Assistant Director to discuss the situation. This includes any requests to withdraw or take a leave of absence from the program.

Dropping All Module Courses/Voluntary Withdrawal
Students who wish to drop all of their modules and withdraw from Boston University during the fall or spring semester must meet with the MSMS Assistant Director to complete a Withdrawal form, available in the Graduate Programs Office. Once a student has received a grade for any module that semester they are no longer eligible to withdraw for that semester, any request to withdraw in that case would be effective the following semester.

If due to extenuating circumstances a student is unable to meet with the Assistant Director, s/he can mail or fax a signed and dated request for the withdrawal 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 form prior to the start of a semester for which he or she had previously been registered, the charges for that semester will be canceled. If the semester has already started, the student may be entitled to a partial refund. The effective date that the modules are dropped will be the date that the student submits the withdrawal form. Refunds are subject to the Boston University Tuition Refund Policy determined as follows for fall and spring semesters. Please note tuition is calculated based on semesters not modules, and does not apply once any final module grade has been posted:

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<td>20% Tuition</td>
</tr>
<tr>
<td>After the Fifth Week of Classes</td>
<td>0% Tuition</td>
</tr>
</tbody>
</table>

Withdrawal for Non-Payment
Students who have not settled their student account by the fifth week of classes during the semester will 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.

Academic Withdrawal
To be in good academic standing MSMS students must have no “F” grades. Students are expected to reach all passing grades by the conclusion of their first module of study, and to maintain consistently satisfactory performance thereafter.

Students with an F grade may be academically withdrawn from the program or receive a written warning with recommendations for improvement.
After all program credits are completed, students must achieve grades of Pass or Honors in all module course 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 grades (move from Pass to Honors for example) or restart enrollment, nor can they withdraw and re-enroll.

**Withdrawal for Inappropriate Student Behavior Including Academic Misconduct**

While matriculated in the 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 Questrom School of Business’s Academic Conduct Committee, as outlined in the Boston University 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 Committee.
**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. All MSMS students are required to be enrolled full-time each semester of the academic year (fall/spring).

**Advanced Standing and Residency**

Given the team integrated sequence of the MSMS there can be no transfer of credit and/or substitutions made in the program. In order to have the MSMS degree conferred, students must complete all 36 required credits in residence at the Boston University Questrom School of Business.

**Official Student Records**

Official records of MSMS 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 Questrom School of Business 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**

To inspect education records, a student must submit an Access Form identifying the records to be inspected to the appropriate University official. The form is available on the Graduate Programs Office’s website and should be submitted to J.P. Matychak, Associate Dean of Student Experience at the Questrom School of Business. The Form is also available in Office of the University Registrar.

Requests to access records will receive a response within forty-five days of submission. A University official will arrange for access and will notify the student of the time and place where the records may be inspected. The University may charge a fee for copies of requested education records.

**Official and 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.

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. Please refer to the Transcript Office (617-353-3616) for more information.
Degree Completion
To qualify for the MSMS degree, students must:

- Complete all required modules for a total of 36 credits. All 36 credits must be taken at the Boston University Questrom School of Business.
- Earn a grade of Pass or Honors in all module courses.
- Have no “I” or “MG” grades

Time Limit for Degree Completion
There is a time limit for completion of degree requirements of three years from the date the student matriculated into the MSMS Program. Leaves of absence do not extend the three-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 Assistant Dean of Graduate 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 modules and when they will be taken, to complete all degree requirements. Students who do not graduate within the three year time limit must petition for extension of the time limit or face withdrawal from the program.

Applying for Graduation
All Students must file an online Application for Graduation with the Graduate Programs Office prior to the completion of their degree requirements. Applications should be submitted by November 15th. Students will be graduated at the end of the semester in which they have completed their degree requirements.

Graduation Dates
MSMS students are expected to graduate during the university’s May graduation period. All May graduates are invited to attend the Questrom School of Business Commencement ceremony. Information about the ceremony is disseminated during the spring semester to all tentative May 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 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 Questrom Graduate 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.