The PEMBA Handbook
A Guide to Policies and Procedures

2014-2015 Academic Year
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INTRODUCTION

The Professional Evening MBA (PEMBA) Handbook is a reference document that delineates the current policies and procedures for PEMBA students. Students should become familiar with the policies and use the Handbook as a resource throughout their PEMBA Program. It is revised each year to reflect new or changed policies and procedures, and can be found on the Graduate Programs Office (GPO) website, http://smgworld.bu.edu/gpo/.

School of Management policies and procedures may differ based on whether a student is enrolled in a single-degree or dual-degree program, or if a student is cohorted or self-paced. These program differences are noted in this Handbook for each applicable category.

PEMBA Program Curriculum
Students are admitted to the PEMBA Program as General Management, Health Sector Management, Public and Nonprofit Management, or dual-degree – programs offered in conjunction with other Boston University Schools and Colleges. 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. General Management PEMBA students wishing to join either the Health Sector Management Program or the Public and Nonprofit Management program should meet with the program faculty director and their advisor.

MG600: PEMBA Orientation
All incoming students are required to attend PEMBA Orientation, which appears on the first semester schedule as MG600: MBA Orientation. Students will see a corresponding charge of $75 on their student account.

PEMBA Curriculum Options
The next few pages will take you through the Single-Degree PEMBA Programs, (Self-Paced, Cohorted, BU North, Public and Nonprofit Management, and Health Sector Management programs) and the Dual-Degree Programs (MBA/MA in International Relations, JD/MBA, MBA/MS in Manufacturing Engineering, and MBA/MA in Economics).

The PEMBA curriculum is comprised of 64 credits, 36 of which are required core credits, two of which are required Introduction to Business Law credits, and two of which are required Executive Skills credits (one Executive Communication course and Managing Career Growth). There is some flexibility regarding completing the remaining 24 credits of elective coursework. Please note: ALL students are required to complete the MBA program within six years.

Cohorted PEMBA Program – 64 credits
In the Cohorted Program, students move through the first 5 core curriculum courses and ES707 with the same group of students. The cohort experience enhances the role of teams and continuity of content between courses. The cohort option is only available to PEMBA students who begin in the fall semester in Cohort A or Cohort B. Students are automatically enrolled in 3 courses for the fall semester, 2 courses for the spring semester, and 1 course during the first summer session. Students must follow the prescribed curriculum to remain in the cohort. However, the program does allow one (and only one) cohorted core course to be waived either by licensure (CPA or CFA) or by examination. Since cohorted students take five of their core courses before their electives, it is important that they build a relationship with their GPO advisor to plan out the best elective program to fit their professional goals.
Self-paced PEMBA Program – 64 credits
We strongly advise that all PEMBA students follow the sequence of courses presented on the curriculum map, as it promotes the program’s goals. As you plan your courses, be aware that not all core courses are offered year-round, and only a limited number of courses are offered during the summer.

BU North PEMBA Program – 64 credits
The BU North PEMBA program is a cohorted MBA program, with its last entering class in Fall 2013. BU North PEMBA students are also able to take courses at the Boston campus. BU North PEMBA students begin elective courses in year three. During years three and four, students have flexibility in scheduling electives. Since the BU North program is sequenced and cohorted, students are required to meet with their advisor before dropping a course. Dropping a course can have a significant impact on the successful completion of the program. The BU North campus will not hold courses after the Spring 2015 semester.
## PEMBA Program Grids

### Single Degree MBA Curriculum – 64 Credits

<table>
<thead>
<tr>
<th>Core (36 Credits)</th>
<th>Business Law (2 Credits)</th>
<th>Executive Skills (2 Credits)</th>
<th>Electives (24 Credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OB712 Leading Organizations and People (4 Credits)</td>
<td>PL700 Introduction to Business Law (2 Credits)</td>
<td>Executive Communication Courses (must select at least ONE)</td>
<td>ES707 Managing Career Growth (1 Credit)</td>
</tr>
<tr>
<td>AC711 Financial Reporting and Control (4 Credits)</td>
<td></td>
<td>ES701 Executive Written Communication (1 Credit) or ES700 Executive Presentation (1 Credit)</td>
<td>Eight elective courses at 3 credits each or any combination of approved GSM coursework totaling 24 credits. This can include GSM electives, approved graduate electives from other schools at BU, or directed studies.</td>
</tr>
<tr>
<td>FE722 Financial Management (4 Credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MK724 Marketing Management (4 Credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QM717 Data Analysis for Managerial Decision-making (4 Credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FE730 Economics and Management Decisions (4 Credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IS711 IT Strategies for a Networked Economy (4 Credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OM726 Creating Value through Operations &amp; Technology (4 Credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SI751 Competition, Innovation, and Strategy * (4 Credits)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

*Must be taken after the completion of OB712, AC711, MK724, and OM726.*

The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG.
Health Sector Management Program – 64 Credits
The Health Sector Management Program augments the core PEMBA curriculum with required courses that provide an in-depth understanding of the structure and operation of the health sector.

<table>
<thead>
<tr>
<th>Core (36 Credits)</th>
<th>Business Law (2 Credits)</th>
<th>Executive Skills (2 Credits)</th>
<th>HSM Requirements &amp; Electives (12 Credits)</th>
<th>General Electives (12 Credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OB712 Leading Organizations and People (4 Credits)</td>
<td>PL700 Introduction to Business Law (2 Credits)</td>
<td>Executive Communication Courses (must select at least ONE)</td>
<td>HM703 Health Sector Issues and Opportunities (3 credits)</td>
<td>Four elective courses at 3 credits each or any combination of approved GSM coursework totaling 12 credits. This can include GSM electives, approved graduate electives from other schools at BU, or directed studies.</td>
</tr>
<tr>
<td>AC711 Financial Reporting and Control (4 Credits)</td>
<td></td>
<td></td>
<td>HM710 Health Service Delivery: Strategies, Solutions and Execution (3 credits)</td>
<td></td>
</tr>
<tr>
<td>FE722 Financial Management (4 Credits)</td>
<td></td>
<td>ES701 Executive Written Communication (1 Credit)</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>MK724 Marketing Management (4 Credits)</td>
<td></td>
<td>or ES700 Executive Presentation (1 Credit)</td>
<td>HM717 Drugs, Devices and Diagnostics: New Challenges, Strategies, and Execution (3 credits)</td>
<td></td>
</tr>
<tr>
<td>QM717 Data Analysis for Managerial Decision-making (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FE730 Economics and Management Decisions (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IS711 IT Strategies for a Networked Economy (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OM726 Creating Value through Operations &amp; Technology (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SI751* Competition, Innovation, and Strategy (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Must be taken after completion of OB712, AC711, MK724, and OM726.
The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG.
# Public and Nonprofit Management – 64 Credits

The mission of the Public and Nonprofit Management Program (PNP) at Boston University is to prepare graduates to be strategic and effective leaders of nonprofit organizations and social enterprises in the public, nonprofit, and corporate sectors.

<table>
<thead>
<tr>
<th>Core (36 Credits)</th>
<th>Business Law (2 Credits)</th>
<th>Executive Skills (2 Credits)</th>
<th>PNP Requirements &amp; Electives (12 Credits)</th>
<th>General Electives (12 Credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OB712 Leading Organizations and People (4 Credits)</td>
<td>PL700 Introduction to Business Law (2 Credits)</td>
<td>Executive Communication Courses (must select at least ONE)</td>
<td>OB841 Fundamentals of Nonprofit Financial Management (3 credits)</td>
<td>Four elective courses at 3 credits each or any combination of approved GSM coursework totaling 12 credits. This can include GSM electives, approved graduate electives from other schools at BU, or directed studies.</td>
</tr>
<tr>
<td>AC711 Financial Reporting and Control (4 Credits)</td>
<td></td>
<td>ES701 Executive Written Communication (1 Credit)</td>
<td>Three PNP elective courses at 3 credits each</td>
<td></td>
</tr>
<tr>
<td>MK724 Marketing Management (4 Credits)</td>
<td></td>
<td>or ES700 Executive Presentation (1 Credit)</td>
<td>Students are required to complete a 300-hour paid internship in a public, private, or nonprofit organization.</td>
<td></td>
</tr>
<tr>
<td>QM717 Data Analysis for Managerial Decision-making (4 Credits)</td>
<td></td>
<td></td>
<td>PEMBA students may waive the internship requirement with applicable work experience, pending permission of the PNP faculty director.</td>
<td></td>
</tr>
<tr>
<td>FE722 Financial Management (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FE730 Economics and Management Decisions (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IS711 IT Strategies for a Networked Economy (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OM726 Creating Value through Operations &amp; Technology (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SI751 Competition, Innovation, and Strategy * (4 Credits)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Must be taken after completion of OB712, AC711, MK724, and OM726. The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG.</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
# BU North PEMBA Program – 64 Credits

| Year 1  
| (22 credits) | Year 2  
| (21 credits) | Year 3  
| (18 or 21 credits) | Year 4**  
| Fall (9 credits) | Fall (8 credits) | Fall (6 or 9 credits) | Fall |
| OB712 Leading Organizations and People (4 credits) | OM726 Creating Value Through Operations and Technology (4 credits) | Elective: (3 credits) | **If choose to complete less than 21 credits in Year 3 you will need to take any remaining coursework in year 4 to complete the 64 credits required to graduate. |
| AC711 Financial Reporting and Control (4 credits) | FE730 Economics and Management Decisions (4 credits) | Elective: (3 credits) | |
| ES707 Managing Career Growth (1 credit over two Saturdays) | | Elective: (3 credits) | |

| Spring (8 credits) | Spring (8 credits) | Spring (6 credits) |
| QM717 Data Analysis for Managerial Decision Making (4 credits) | IS711 IT Strategies for a Networked Economy (4 credits) | Elective: (3 credits) |
| MK724 Marketing Management (4 credits) | SI751* Competition, Innovation, and Strategy (4 credits) | Elective: (3 credits) |

| Summer (5 credits) | Summer (5 credits) | Summer (6 credits) |
| FE722 Financial Management (4 credits) | Elective: (3 credits) | Elective: (3 credits) |
| ES701 Executive Written Communication or ES700 Executive Presentation (1 credit) | PL700 Introduction to Business Law (2 credits) | Elective: (3 credits) |

*Must be taken after completion of OB712, AC711, MK724, and OM726.
The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of SMG.
DUAL-DEGREE PROGRAMS

Dual-Degrees with other BU Schools and Colleges
Dual-degree candidates must fulfill the degree and residency requirements of both schools. The curriculum chart below represents the 40-credit residency requirement of the School of Management PEMBA program. Students who waive core courses are required to take additional GSM electives. If any GSM course is counted toward the other degree program, the course must be replaced with a GSM elective. Please contact your advisor for MBA degree requirements.

Core Courses:
- OB712  Leading Organizations and People        4 credits
- AC711  Financial Reporting and Control          4 credits
- QM717  Data Analysis for Managerial Decision-making 4 credits
- MK724  Marketing Management                      4 credits
- FE722  Financial Management                       4 credits
- FE730  Economics and Management Decisions        4 credits
- IS711  IT Strategies for a Networked Economy     4 credits
- OM726  Creating Value through Operations & Technology 4 credits
- S751   Competition, Innovation, and Strategy*    4 credits
*Must be taken after completion of OB712, AC711, MK724, and OM726.

Business Law Course:
- PL700  Introduction to Business Law              2 credits

Executive Skills Courses:
- Executive Communications (select ONE)             1 credit
- ES701  Executive Written Communication
- ES700  Executive Presentation

Career Development                                 1 credit
ES707  Managing Career Growth

TOTAL CREDITS REQUIRED FOR SCHOOL OF MANAGEMENT RESIDENCY: 40

Dual degree programs available to PEMBA students include:

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 617-353-9349 or irgrad@bu.edu.

MBA/MA in Economics
For information on the MA portion of the degree, please contact the Department of Economics at (617) 353-4453 or econma@bu.edu.

MBA/JD in Law Management
For information on the JD portion of the degree, please contact the School of Law at (617) 353-3100 or bulawadm@bu.edu.

MBA/JD in Health Law Management
For information on the JD portion of the degree, please contact the School of Law at (617) 353-3100 or bulawadm@bu.edu.
MBA/MS in Manufacturing Engineering
For information on the MS portion of the degree, please contact the College of Engineering at 617-353-2670 or mfg@bu.edu.
ACADEMIC POLICIES AND PROCEDURES

Academic Advisors
The School of Management is committed to providing academic advising to all PEMBA 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), which is located in Room 104 of the School of Management building, 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.

Grading System
All credit courses 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 Per 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>Pass (credit only)</td>
<td>P</td>
<td>n/a</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 course work, 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 by the date determined by the instructor and no later than the end of the following semester (not including summer term). 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.

If work is not completed and a final grade is not submitted by the last day of instruction in the semester following the one in which the course was taken, 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) 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. When the professor reassigns the grade once the student completes the work, or when the “I” converts 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.

**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 Introduction to Business Law and Executive Skills classes) 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).

**Retaking Courses**
PEMBA students cannot retake a course that has been successfully completed in order to improve their grade performance and/or CGPA. PEMBA students also cannot “Audit” a class first and then retake it for credit. Courses for which a grade of “F” or “W” have been received can be retaken because “F” and “W” grades cannot be used to satisfy PEMBA requirements. Students may not take a waiver exam for courses in which they have received an “F” or a “W.” PEMBA students can 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 PEMBA 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 PEMBA requirements are included in the computation of the cumulative grade point average (CGPA). Grades are computed on a 4.0 scale. Please note that ES700, ES701, ES707, and PL700 are Pass/Fail core courses. The grade of Pass does not count toward the CGPA but **the grade of Fail does count toward the CGPA**. Coursework taken outside the Boston University School of Management will not be calculated into the student’s CGPA.
Calculating CGPA
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. Dual-degree students will have cumulative grade point averages calculated separately for each degree.

\[
\text{(Honor points for grade) \times (credits in course)} = \text{Honor Points in Course} \\
\text{(Total honor points from all GSM courses) ÷ (total GSM credits attempted)} = \text{Cumulative GPA}
\]

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 GSM CGPA is 3.70 or higher.

Beta Gamma Sigma
The highest achieving PEMBA students are eligible for induction into the Beta Gamma Sigma International Honor Society. Selection for Beta Gamma Sigma is made each spring on the basis of cumulative GPA, once students have applied for graduation. 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 is not eligible for Beta Gamma Sigma. Additional information on Beta Gamma Sigma may 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 or dual degree 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 Program Development Committee (PDC) has final responsibility for decisions regarding 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 dual degree program and if so, what specific steps must be taken to regain good academic standing.

All 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 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 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 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 Stafford 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.

Eligibility for federal financial aid is affected by a student’s CGPA. Students must maintain satisfactory academic progress (at least a 2.70 CGPA) in order to be eligible for continued federal loan funding and private educational loan funding.
**COURSE LOAD**

**Part-time Status**
Students may register for **up to 11.5 credits** in a given semester to maintain part-time enrollment status. The typical course load for PEMBA students is between 3 and 9 credits per semester. Students who have been enrolled part-time since they began the PEMBA Program may register for 12 credits (and 12 credits only) in their last semester of study and pay **by the credit** (instead of paying the full-time tuition rate). To take advantage of this payment arrangement, students should notify their advisor in writing. Part-time students should be aware that enrolling in a full-time course load, even at 12 credits during their last semester, will have an impact on payment options and plans available to them.

**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.

**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 **12-18 credits**. Every additional credit beyond 18 will incur per-credit charges. Overloading is registering for more than 18 credits in a semester.

Charges for the course overload, up to 21 credits, may be waived in the semester in which the PEMBA student will complete all MBA degree requirements. In order for the additional charges to be waived, the student must complete a Course Overload Tuition Waiver form, available on the GPO website.

Students who are not in good academic standing (whose cumulative grade point average is below 2.70) may not register for more than 18 credit hours per semester.
COURSE INFORMATION

Course Identification
Courses are identified with a combination of numbers and letters. On the Student Link, the course number is preceded by a school or college designation. Please note: all graduate level courses at the School of Management are represented by ‘GSM’.

<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 8:30</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>

Example Only (do not use for course registration):

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
MG  General Management
OB  Organizational Behavior
OM  Operations and Technology Management
QM  Quantitative Methods
PL  Markets, Public Policy and Law
SI  Strategy and Innovation

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 PEMBA 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 prerequisite classes that must successfully be completed prior to taking the course. Prerequisites are listed on the Student Link and in the course description booklet available on the Graduate Programs Office website.

**Pre-assignments**
Professors teaching PEMBA 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. Professors also utilize SMGtools (http://smgtools.bu.edu), a course management system, on which they may post pre-assignments.

**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 PEMBA students to register for all of their non-cohorted classes. The Student Link enables students to select classes, make schedule adjustments (drop/add), and receive immediate confirmation and/or information about a class. Although PEMBA students are not required to have course selections approved, they may be dropped from any course for which they have not completed the prerequisites. Students can review the courses for which they have registered through the Student Link (http://www.bu.edu/studentlink). Graduate Program advisors are available by appointment year-round to assist students as they plan their courses. **To be eligible for federal student loans, students must be registered for at least 6 credits in a semester.**

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

The GSM summer session dates, as well as add/drop and refund deadlines, are always different from those on the University schedule. It is important that students refer to the materials provided by the Graduate Programs Office by checking their BU email and the GPO website regularly for summer session schedule updates.

**Adding a Course**
Students may add most courses through the second week of classes using the Student Link’s WebReg. For Add/Drop dates for courses not lasting the full semester, please see the schedule on the Student Link.

**Dropping a Course**
Students may drop full semester courses using the Student Link’s WebReg systems 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. Full semester courses may not be dropped later than ten full weeks after the start of the semester. **Students in the BU North PEMBA program need to consult with their advisor prior to dropping a class, since the entire length of the program is cohorted.**

Overcharges result when PEMBA students drop a course within the drop period, but are still registered for at least one other course. 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 Financial Aid Officer in the Graduate Programs Office. **To be eligible for federal student loans, students must be registered for at least 6 credits in a semester.**

**Dropping a Course in the Summer**
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, 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. During the summer sessions, students can drop all of their courses—unlike other semesters—up until the first day of classes using the Student Link’s WebReg.

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

It is not possible for students to drop all of their classes using 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 classes can also be mailed, emailed, or faxed (617-353-9498) to the GPO. Students should confirm by phone that their mailed or faxed requests have been received. The effective date that the classes are dropped will be the date that the GPO receives the Leave of Absence/Withdrawal form. Refunds are determined as follows for fall and spring semesters; semester specific dates can be found on the Student Link, GPO website, and in the Registration Packets emailed to each student:

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</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 (AU)**

Students who wish to audit 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 GSM course and then re-take the course for academic credit.**

**Directed Study**

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

PEMBA 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 from the Graduate Programs Office or download the form from the GPO website ([http://smgworld.bu.edu/gpo/forms](http://smgworld.bu.edu/gpo/forms))
- Discuss plans for directed study with an appropriate faculty member
- Negotiate area of investigation, requirements, and evaluation criteria with the faculty member
• Work with the faculty member to determine the number of credit hours for the course, based upon the proposed work load
• Complete the application for directed study and have it signed by the faculty member, department chair, 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
**LEAVE OF ABSENCE & WITHDRAWAL FROM THE UNIVERSITY**

**Leave of Absence**
Students who must discontinue matriculation temporarily (by not taking any classes in a fall or spring semester) should 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 a leave of absence, which will be effective on the date that the Graduate Programs Office 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 they 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 at least 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 coursework 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](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.

**Voluntary Withdrawal**
A student who wishes to withdraw from the PEMBA Program must 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, which will be effective on the 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/](http://www.bu.edu/studentaccountingservices/)).

**Academic Withdrawal**
To be in good academic standing, MBA and dual degree students must maintain a cumulative grade point average of 2.70 or above.

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 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.

**Withdrawal for Inappropriate Student Behavior Including Academic Misconduct**
While matriculated in the PEMBA 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. Students may be suspended or expelled at the discretion of the Committees.
ADVANCED STANDING

Students may seek advanced standing or pursue alternative course options through:

- Seeking a waiver for certain core MBA courses. Some departments may grant advanced standing waivers based upon: (1) a petition process for some professional certifications, or (2) based on an examination process.
  
  Note: Students are not permitted to waive out of OB712 Leading Organizations and People; IS711 IT Strategies for a Networked Economy; SI751 Competition, Innovation, and Strategy; or any of the executive skills courses. There is no waiver exam offered for PL700 Introduction to Business Law; however JD/MBA students can be waived from the course as long as they have successfully completed one year of law school, as can students who have previously earned a JD from an accredited US institution.

- Petitioning to transfer graduate-level elective credits.

- Applying to take an elective at another Boston University school/college.
  
  Note: incoming students will be granted waiver and/or 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 part-time to full-time).

Residency Requirements

PEMBA students must complete core courses OB712 Leading Organizations and People, IS711 IT Strategies for a Networked Economy, and SI751 Competition, Innovation and Strategy, in residence at the School of Management. No waiver opportunities are allowed for these three required core courses. Regardless of the number of credits transferred or waived, in order to have the MBA degree conferred, all students are required to meet their residency requirement 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 GSM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Degree MBA</td>
<td>64</td>
<td>40</td>
</tr>
<tr>
<td>Dual-Degree MBA</td>
<td>40 for MBA portion (some dual-degrees require more)</td>
<td>40**</td>
</tr>
</tbody>
</table>

**Dual-degree students must complete 40 credits in residency at GSM to satisfy the requirements for the MBA portion of their degree. Additional elective credits must be taken to satisfy the residency requirement in the event that a dual-degree student waives courses.

Important Note for Cohorted Boston Campus Students

Cohorted Boston campus PEMBA students may only waive one core course which falls within the cohorted portion of the program (Cohorts A & B only). This includes students who hold a CPA or CA designation who are eligible to waive the course AC711 Financial Reporting and Control, or students with the CFA® designation who are eligible to waive the core course FE722 Financial Management.
MBA Advanced Standing Waivers

MBA Core courses are a critical component of the BU MBA experience and curriculum, and thus BU GSM does not allow transfer of credit for core courses taken at other institutions. However, some departments may grant advanced standing waivers based on: (1) a petition process for some professional certifications, or (2) based on an examination process.

MBA Advanced Standing Waiver By Petition

Certified Public Accountants and Chartered Accountants can Waive AC711.

With evidence of having passed the CPA exam or copy of a CPA or CA license, students may waive out of and receive academic credit for the core course AC711 Financial Reporting and Control without taking a waiver exam. If you are not sure whether you should waive this course, you may contact the GPO for a course syllabus to see if you are adequately familiar with the course material. CPAs and CAs who choose to waive out of AC711 do not have to take the waiver exam.

Students with the Chartered Financial Analyst® Designation can Waive FE722.

With evidence of a CFA® charter or having passed three levels of the CFA® exams, students may waive out of and receive academic credit for the core course FE722 Financial Management. If you are not sure whether you should waive this course, you may contact the GPO for a course syllabus to see if you are adequately familiar with the course material. CFA charter holders who choose to waive out of FE722 do not have to take the waiver exam.

Students who have earned a Juris Doctor can Waive PL700.

Students who have earned a JD from a US institution, or are a member of a state Bar Association in the US, can waive out of and receive academic credit for PL700 Introduction to Business Law. Students who have earned a JD from outside the US are required to take PL700, as they would still benefit from the course. If you are not sure whether you should waive this course, contact the GPO for a course syllabus to see if you are adequately familiar with the material.

MBA Advanced Standing Waiver By Examination

Some departments may grant advanced standing waivers based on: (1) a candidate’s prior course work along with (2) the demonstration of advanced knowledge and proficiency in the subject matter through a waiver exam.

For each core course where an advanced standing waiver by examination is possible, a detailed list of prior course requirements is available on the application and on the GPO website. Waiver exams are offered on specific dates which are published each semester. Prerequisite course(s) for waiver exams must have been completed with a grade of B- or better. All applications are subject to individual review and approval by School of Management faculty.

Waiver exams are offered for the following PEMBA core courses:

- AC711 Financial Reporting and Control (Financial and Managerial Accounting)
- QM717 Data Analysis for Managerial Decision Making (Statistics)
- MK724 Marketing Management
- FE722 Financial Management (Finance)
- FE730 Economics for Management Decisions (Micro and Macro Economics)
- OM726 Creating Value through Operations and Technology (Operations Management)
Applying for a Waiver Exam

- Review the Waiver Exam Application on the GPO website; a study page will be available for review after the application has been approved.
- Pay careful attention to the detailed directions and prerequisites included on the Waiver Exam Application.
- Submit the Application with an official transcript (unless the transcript is already part of your admission file).
- A non-refundable fee, determined each year by the GPO, is payable at the time of the exam (cash or check).
- Examinees must bring photo identification to the exam.

All applications are subject to individual review and approval by School of Management faculty. If it is determined that a candidate has met the prerequisite course work requirements, she/he will be allowed to take a proficiency exam for the second part of this waiver process.

A candidate will be granted advanced standing if the exam performance provides sufficient evidence that the candidate currently possesses advanced knowledge and proficiency in the subject matter. This means that waivers will be granted to these candidates who demonstrate that their knowledge in the subject matter is at least as advanced as that of the typical students who perform in the top third in the core class being considered for the waiver.

Candidates who are granted advanced standing by examination will receive academic credit, will not have to take the waived course at GSM, and will receive a notation on their transcript indicating that they waived out of the corresponding core course by examination. Waived course credits do not count towards the GSM residency requirement.

Candidates whose exam performances do not demonstrate sufficient advanced knowledge and proficiency will not be granted a waiver. They will not be afforded a second opportunity to sit for the waiver exam, and they will have to take the core course in question. Waiver exam results may not be appealed.

Please note that many courses taught at the undergraduate level might not emphasize the same knowledge and critical skills that are expected from MBA students, and thus past grades are no guarantee of performance on the waiver exam. Further, having completed extensive prior course work, or having significant work experience in a relevant field is no guarantee of performance on the waiver exam.

Students who are approved to sit for the exam, but who do not take the waiver exam(s) during the scheduled exam periods forfeit the opportunity to take the exam(s) for that semester. If students are enrolled in a core course for which a waiver exam is offered and they decide to seek a waiver by examination for the course, they must drop the course within the University’s published add/drop period for that semester in order to be eligible to take the waiver exam any subsequent semester.
COURSES OUTSIDE OF GSM (TRANSFERS OF CREDIT & GRADUATE ELECTIVE REQUESTS)

New Students: Transfer of Academic Credit for Previously-Completed Coursework
Students may petition for transfer of credit for previously completed, graduate-level elective coursework if:

- 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
- 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.
- Please note that 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 credits based on their curriculum and once credits are posted to their transcript, no changes can be made, even if the student later changes status (i.e. switches from part-time to full-time).

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

- Students must submit their application at least one month before the first class meeting
- Except under extenuating circumstances, current students cannot petition for transfer of credit for courses that are also offered in the School of Management 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 Requesting Transfer of Academic Credit
Students can complete a 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 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 faculty chair to ensure that the course contains a level of academic content deemed appropriate for the BU PEMBA Program. 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 GSM grade point average, nor will grades received in transfer courses appear on students’ BU transcripts.

**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. Students must go through the Petition for Transfer of Academic Credit 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, excluding the summer 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 petition for 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 Boston University Office of the Registrar. Complete the form, obtain appropriate signatures from both the home (BU) and host institution, and submit the completed Cross-Registration form to the Registrar's Office at both institutions 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 complete a Graduate Elective Request Form (available in the GPO and on the GPO website), including 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 about whether the course has been approved. The student should finalize the process by contacting the other school/college to formally register for the course. It is advisable for students to apply and receive approval prior to registering for the course. Credit for the course will not be applied toward the MBA degree unless the student earns a grade of B- or better, and does not count towards the 40 credit residency requirement. The grade will appear on the Boston University transcript but will not be a factor in the computation of the GSM grade point average.
PEMBA Student Records & Responsibilities

Official Student Records
Official records of PEMBA students are filed in the Graduate Programs Office, where the 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.

Access to Student Records
A student who wishes to review the content of his/her electronic 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/ferpa/index.html for additional information on the Family Education Rights and Privacy Act (FERPA).

Unofficial Transcript
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
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 nominal 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 call the Transcript Office (617-353-3616) for more information or view their website at: http://www.bu.edu/reg/grades/ordergrades.html.

Formal Complaints
Any student unhappy with a policy or procedure in the PEMBA 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 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 informed about resolution of concerns, if any are possible.

Academic Conduct
All students must adhere to the School of Management’s Graduate Academic Conduct Code. While matriculated in the PEMBA 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.
DEGREE COMPLETION & GRADUATION

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

- Complete all required courses (MBA core courses, Introduction to Business Law, Executive Skills courses, and any additional requirements, such as internships required for some Public and Nonprofit Management students) and approved electives for a total of 64 credits. A student may transfer and/or waive 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.

Dual-degrees
To qualify for the MBA degree, students enrolled in a dual-degree program must:

- Fulfill the requirement of at least 40 credits in the PEMBA Program. If any credits are transferred or waived by exam, 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” 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 PEMBA Program. **Leaves of absence do 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, Operations and Technology Management, International Management, Leadership and Organizational Transformation, Marketing, or Strategy and Business Analysis, must complete a concentration enrollment form. Students who satisfy concentration requirements will receive the corresponding designation on their transcript. 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.**
Graduation Dates
Boston University awards degrees three times during the year, depending upon when degree requirements have been completed.

<table>
<thead>
<tr>
<th>Graduation Date</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 commencement will be available on the GPO website, [http://smgworld.bu.edu/gpo/](http://smgworld.bu.edu/gpo/).

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 Commencement ceremony must indicate on the Student Link if they want their diploma sent to them or if they wish to pick it up at the Diploma Office.