

**CLASS OF 2021**

**MS MANAGEMENT STUDIES**

# **HANDBOOK**

**2020-2021 ACADEMIC YEAR**



# Table of Contents

INTRODUCTION.....	1
Important Contacts.....	1
GRADUATION & DEGREE COMPLETION.....	2
Degree Completion.....	2
Time Limit for Degree Completion .....	2
Applying for Graduation .....	2
Graduation Dates .....	2
Diplomas.....	2
PROGRAM CONTENT.....	3
MS600: MSMS LAUNCH.....	3
MSMS Program Grid.....	3
MSMS Curriculum - 36 credits.....	4
ACADEMIC POLICIES AND PROCEDURES.....	4
Academic Advising.....	4
Attendance Policy.....	4
Satisfactory Academic Progress.....	5
Boston University Policies .....	6
GRADING.....	6
Pass: “P” .....	6
Incomplete: “I” .....	6
Fail: “F” .....	6
Withdrawal: “W” .....	7
Grade Verification .....	7
ACADEMIC PERFORMANCE REVIEW.....	7
Student Statement .....	7
Academic Conduct.....	8
Evaluation of Instructors & Modules.....	8
Formal Complaints.....	8
REGISTRATION, LEAVE OF ABSENCE, AND WITHDRAWAL.....	8
Registration .....	8
Leave of Absence .....	8
Withdrawal.....	9
FULL-TIME STATUS, RESIDENCY, AND TRANSCRIPTS.....	10
Full-Time Status .....	10
Advanced Standing & Residency .....	10
Official Student Records .....	10
Student Access to Student Records.....	11
Official & Unofficial Transcripts .....	11

# WELCOME

Congratulations on your acceptance into the MSMS Program at the Questrom School of Business at Boston University! The faculty, staff, and administration of the School welcome you to this distinctive program and to the BU Community. We are excited to have you participate in this program and to help you to grow personally and professionally.

## INTRODUCTION

In addition to developing your business knowledge and competencies to build on your undergraduate background, the MSMS program seeks to cultivate your professional perspective, providing you with a set of skills appropriate for a range of organizational settings in the business world. Your curricular and co-curricular activities work as a system to enhance your learning.

In this handbook, you will find a listing of key people and courses, along with current policies and procedures, for MSMS students entering in Fall 2020. We expect students to become familiar with the policies and to use the Handbook as a resource throughout the program.

## Important Contacts

<i>Program Leadership</i>			
Name	Title	Phone	Email
Barbara Bickart	Senior Associate Dean		<a href="mailto:bickart@bu.edu">bickart@bu.edu</a>
Joseph LiPuma	Faculty Director, MSMS	617-358-5864	<a href="mailto:jlipuma@bu.edu">jalipuma@bu.edu</a>
<i>Masters &amp; PhD Center, HAR 102</i>			
Name	Title	Phone	Email
Marta McManus	Assistant Dean, Master & PhD Center	617-353-2732	<a href="mailto:mwyrodek@bu.edu">mwyrodek@bu.edu</a>
Sabrina Salvati	Assistant Director, Specialty Programs, MSMS Lead	617-358-1156	<a href="mailto:ssalvati@bu.edu">ssalvati@bu.edu</a>
Todd Bartlett	Manager of Career Development, Industry Relations and Partnerships, MSMS Program	617-358-2687	<a href="mailto:toddb@bu.edu">toddb@bu.edu</a>
Somaly Heang	Director of Graduate Financial Aid	617-353-3584	<a href="mailto:questromfa@bu.edu">questromfa@bu.edu</a>
Tiffany Enos	Director, Center for Diversity, Equity, and Inclusion	617-358-1634	<a href="mailto:enost@bu.edu">enost@bu.edu</a> <a href="mailto:myQuestrom@bu.edu">myQuestrom@bu.edu</a>
<i>International Students &amp; Scholars Office, 888 Commonwealth Ave., 2nd Floor</i>			
Name	Title	Phone	Email
Lauren Snow	Questrom International Student Advisor, ISSO	617-353-3565	<a href="mailto:ljsnow@bu.edu">ljsnow@bu.edu</a>

## GRADUATION & DEGREE COMPLETION

### 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 in the MSMS program.
- Earn a grade of Pass in all courses.
- Have no "I" (Incomplete) grades.

### Time Limit for Degree Completion

It is expected that students will complete the program in a single academic year. Recognizing that extenuating circumstances may arise, students must petition to extend completion of the program to a subsequent academic year. However, students must complete all MSMS degree requirements within three years. Students who do not graduate within the three-year time limit must petition for extension or face withdrawal from the program. All petitions must be submitted to the Assistant Dean of Graduate Programs and 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 completed. Leaves of absence do not extend the three-year time limit for completion.

### Applying for Graduation

All Students must file an online [Application for Graduation](#) with the Grad Center prior to the completion of their degree requirements. Applications should be submitted by April 15<sup>th</sup>, 2021.

### Graduation Dates

MSMS students graduate in May and are invited to attend the Questrom School of Business Commencement ceremony. Information about the ceremony will be provided during the spring semester.

### 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 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.

## PROGRAM CONTENT

The MSMS Program comprises a Launch, Courses, and Experiential projects. The program runs from August to May.

### **Semester Start and End Dates**

- **MSMS LAUNCH**  
The MSMS program starts on **Monday, August 24<sup>th</sup> 2020** with MSMS LAUNCH. Attendance at all MSMS Launch activities is mandatory.
- **Fall Semester (Modules 1 and 2)**  
The first day of MSMS classes in Mod 1 is **Tuesday, September 2, 2020**.  
The last day of MSMS in Mod 2 is **Friday, December 18, 2020**.
- **Spring Semester (Modules 3 and 4)**  
The first day of MSMS classes in Mod 3 is **Tuesday, January 19, 2021**.  
The last day of MSMS in Mod 4 is **Friday, May 7, 2021**.

### **MS600: MSMS LAUNCH**

All incoming students will be automatically registered for and are required to attend the week long MSMS LAUNCH.

### **MSMS Program Grid**

MSMS is a full-time program 18 credits per semester. Students may not enroll in any additional credits (at BU or outside of BU) beyond the MSMS curriculum while pursuing the MSMS degree without prior approval from the MSMS Faculty Director.

Fall		Spring	
Module 1	Module 2	Module 3	Module 4
MS 741: Business Context and Strategy (3 cr)	MS 746 Managing Operations (1.5 cr)	MS 751 Corporate Strategy and Decision making (1.5 cr)	MS 756 Leadership and Change (1.5 cr)
MS 742 Financial Reporting & Analysis (1.5 cr)	MS 715 Customers and Markets (1.5 cr)	MS 753 Negotiation and Conflict Management (1.5 cr)	MS 757 Innovation & Entrepreneurship (1.5 cr)
MS 743 Quantitative Methods for Management Decisions (1.5 cr)	MS 716 Financial Decision Making (1.5 cr)	MS 754 Corporate Finance (1.5 cr)	MS 758 Special Topics (1.5 cr)
MS 744 People, Teams, and Organizations (1.5 cr)	MS 747 Project Management and Control (1.5 cr)		
	MS 735 Project A (1.5 cr)	MS 729 Project B (3 cr)	MS739: Project C (3 cr)
MS 745 Career Skills A (1.5 cr)		MS 759 Career Skills B (1.5 cr)	
MS 749 Executive Communications A (1.5 cr)		MS 755 Executive Communications B (1.5 cr)	

## MSMS Curriculum - 36 credits

The business and management curricular content of the MSMS Program runs from September through May, delivered in four modules:

- **Module 1 – Me, the Manager:** This module focuses on developing awareness of your individual traits as a manager and how to use those traits most successfully in business. It introduces the language of business and functional business disciplines: elements of sound financial management, an understanding of how to analyze data for decision-making, and frameworks for understanding and diagnosing organizations and the contexts in which they operate.
- **Module 2 –Managing the Firm and its Operations:** This module explores how managers operate the organizations they lead using financial analysis, operations and project management, and marketing.
- **Module 3 – Corporate Vision and Internal Challenges:** This module explores how firms can address internal challenges to gain competitive advantage. Corporate perspectives of strategy and finance are introduced along with how organizational leaders negotiate with internal and external stakeholders.
- **Module 4 – Client-driven Complexity and Growth:** This module emphasizes the complex contexts in which firms operate and how managers use knowledge and innovation to grow their business and retain competitive advantage to help them lead. Special topics, proposed by faculty and selected by the MSMS cohort, round out the course content.

Across the modules, students learn about executive communications by way of presentations and writing, along with approaches to career development and management, both necessary for advancement in your chosen field.

Each module has an associated experiential project through which course content is applied. Projects scale in complexity as students progress through the program.

## ACADEMIC POLICIES AND PROCEDURES

### 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. Sabrina Salvati, Assistant Director and MSMS Program Lead, provides academic advising and support for the MSMS students. She can be reached at [ssalvati@bu.edu](mailto:ssalvati@bu.edu) or at 617-358-1156.

### Attendance Policy

Attendance is a critical part of graduate education. Students are expected to be engaged each day, from 9:00 to 5:00 in the MSMS program according to module schedules, course requirements, and project demands.

Consistent with Boston University's Learn *from* Anywhere (LfA) curricular approach instituted in response to the COVID-19 pandemic, student engagement in classes may be physical or virtual, based on student desires and needs. MSMS students are allowed one unexcused absence per course per module. Students must request approval in advance from the instructor or director for excused absence from any class, workshop, or career session. For absences for which this is not possible (e.g., medical or family emergency), students must provide documentation of the reason for the absence (e.g., a physician's note) and must submit makeup work for the class, workshop, or career seminar, according to the recommendation of the instructor. Exceptions can be made in the case of emergencies, at the discretion of the instructor.

Classes, workshops, guest lectures, client visits, and other program activities may be scheduled between the hours of 9:00am and 5:00pm, Monday-Friday, therefore, internships and part-time jobs should not be scheduled during those hours. Students are expected to attend all required program activities, physically or virtually, consistent with BU's **LfA** policy. Note that all scheduled activities in physical or virtual classrooms will be recorded.

Attendance will be taken at all classes and program activities. Attendance records will be reviewed by program leadership weekly and reviewed in periodic meetings of the Program Development Committee (PDC), the governing board of the program. If the PDC determines that multiple excused or informed absences are negatively affecting a student's learning or that of their classmates, the PDC will consider suitable remedial action, which can range from requirements of extra assignments, to academic probation, to termination from the program.

### ***Tardiness***

Students are expected to be on time for classes, workshops, and meetings. Arriving more than 10 minutes late to classes, workshops, and lectures constitutes one-half of an absence. Please plan ahead: if physically attending class, plan to arrive at class 5-10 minutes early. If attending class virtually, log on five minutes early to ensure the robustness of communications technology.

### ***Scheduling Job/Internship Interviews***

Generally, MSMS classes are scheduled in the mornings. Thus, you should schedule interviews for jobs and internships in the afternoons. Hiring managers recognize that you are students and will generally be willing to arrange interviews around classes at your request (which you should!). We understand that sometimes an interview may conflict with class time (for example, with international companies). When there is no alternative to scheduling an interview during class time, students should arrange in advance with the instructor.

### **Satisfactory Academic Progress**

The MSMS program is a Pass/Fail program. You will earn grades in each course. As a graduate program, grades of A, B, C, are passing grades. MSMS students who have earned final grades of "Pass" in each of the courses in each module are considered to be in good academic standing.

Satisfactory academic progress (SAP) is one of the criteria a student must meet in order to remain eligible for financial assistance and to be eligible for continued Federal loan and private educational loan funding. Merit award recipients must meet merit award renewal criteria as explained in their admission

acceptance and award letters.

## **Boston University Policies**

[Boston University Policies](#) describe the responsibilities of BU students as individuals, members of the community, and representatives of the institution, as well as the rights, protections, and privileges that come with being part of the BU family.

## **GRADING**

The MSMS program is graded on a Pass/Fail basis, shown as “P” or “F” on the transcript. In addition, faculty have the option of indicating “High Pass” or “Low Pass” for course performance. While these High/Low indicators will not appear on your Boston University transcript, an informal report of your course performance will be provided at the end of each module.

### **Pass: “P”**

A grade of “P” indicates that a student has demonstrated understanding of the material as outlined by faculty, has consistently engaged in and contributed to the experiential learning elements, and has earned at least an average of C on graded course components.

### **Incomplete: “I”**

A grade of “I” indicates that requirements have not been satisfactorily completed by the end of the module. Students who resolve an “I” grade within 2 weeks of the end of the module, will receive a “P” grade in the course. Students who have not resolved, via discussions with the course faculty, an “I” grade within 2 weeks of the end of the module will have their case presented to the PDC. The PDC will determine if an “F” grade is warranted or may allow the student until the end of the following module to fulfill the course requirements. In the latter case, the student must negotiate an incomplete contract with the instructor to clear the remaining requirements no later than the end of the following module. When the work is completed, the instructor will determine the final grade for submission to the program.

If work is not completed and a final grade is not submitted within one module 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 will not graduate with an outstanding “I” grade.

### **Fail: “F”**

A grade of “F” indicates that a student has failed to demonstrate a mastery of the material, has not adequately engaged in and contributed to the experiential learning elements, and/or has not earned at least an average of C on graded course components. Students earning a final grade of “F” for any course may not continue in the program until they successfully complete the course. Faculty will work with students to resolve failing grades within two weeks of the end of each module. At the end of two weeks, the PDC will determine whether the student will be placed on probation or dismissed from the program.



### **Withdrawal: “W”**

A student who withdraws from a course forfeits the right to complete the class or module in that semester and to receive a grade. Because the MSMS program is full-time and integrated, 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 PDC and 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 limits the ways in which staff members may communicate grades. 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**

The Master’s & PhD Center 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 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.

All MSMS students who have not achieved satisfactory academic standing (as described in the Academic Policies and Procedures section of this document) after the completion of the module will be referred to the PDC for review. Students will be informed of their academic status via their BU email within two weeks of the end of a 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. It is the student’s responsibility to be aware of the timeline for academic performance review.

*MSMS students who have not achieved satisfactory academic progress may be academically withdrawn from the program or be placed on probation with recommendations for improvement by the end of the subsequent module.*

### **Student Statement**

The Student Statement is prepared by the student to provide an explanation for poor academic performance. It is voluntary, although it is strongly encouraged, and is the sole opportunity for student input into PDC decisions. The Statement must be submitted within 72 hours of Master’s & PhD Center notification of poor academic standing.

### **Academic Conduct**

All students at the Questrom School of Business must adhere to the [Boston University Academic Conduct Code](#) and [Questrom School of Business Academic Conduct Code](#). Any student who fails to do so will be brought before the Questrom's Academic Conduct Committee, as outlined in the [Questrom School of Business Academic Conduct Code](#). If a student is found to have committed academic misconduct, consequences may include suspension or expulsion.

### **Evaluation of Instructors & Modules**

During the last week of each module, students are asked to evaluate the module and instructors. Evaluation results are anonymous and are only made available to the instructor after final grades are posted.

### **Formal Complaints**

Formal student complaints about a policy or procedure in the MSMS program may be made through a personal meeting, via email, or a written memo to the Faculty Director, a faculty member, dean, or assistant director. The complaint will be referred to the Assistant Dean (Master's & PhD Center) 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 (for example, the Assistant Dean, Associate Dean, or faculty member). Within a week, an outcome should be reached, and the student informed about resolution of concerns.

## **REGISTRATION, LEAVE OF ABSENCE, AND WITHDRAWAL**

The Assistant Director can assist with any questions related to registration, leave of absence, withdrawal, or any other academic matter.

### **Registration**

The Assistant Director will register MSMS students for all courses. Questrom students must be in compliance with BU Alert Number, Immunization, Account Balance Settlement, and MA Motor Vehicle Law Acknowledgement requirements in order to be registered. Students can check their registration and update their compliance status using the [Student Link](#).

### **Leave of Absence**

Students needing to take a leave of absence must meet with the Assistant Director and complete the Leave of Absence Form. Students are eligible for a Leave of Absence until a course grade is received for that semester. If a student is unable to meet with the Assistant Director, s/he can mail or fax a signed and dated request to the Master's & PhD Center for the Leave of Absence, which will be effective on the date that the Master's & PhD Center receives the form. If a student has submitted the Leave of Absence form or a 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. Refunds are subject to the Boston University Tuition Refund Policy.

Please note that tuition is calculated based on semesters, not modules; Modules 1 and 2 are in the Fall semester, Modules 3 and 4 are in the Spring semester:

DEADLINE	REFUND AMOUNT
Prior to First Day of Classes	100% Tuition and Fees
First Two Weeks of Classes	80% Tuition
Third Week of Classes	60% Tuition
Fourth Week of Classes	40% Tuition
Fifth Week of Classes	20% Tuition
After the Fifth Week of Classes	0% Tuition

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 may not extend beyond four semesters and does not extend the three-year time limit for degree completion (as noted above). If students do not return within that timeframe they will be permanently 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.” The [Medical Review procedure](#) 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. Any student who wishes to consider dropping a module should speak with the MSMS Assistant Director.

### *Dropping All Courses/Voluntary Withdrawal*

Students who wish to withdraw from Boston University must meet with the MSMS Assistant Director to complete a Withdrawal form, available in the Master’s & PhD Center. Students who have received a grade for a module within a semester are no longer eligible to withdraw for that semester; any request to withdraw after grades are submitted would be effective the following semester. If 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 Master’s & PhD Center, which will be effective on the date that the Master’s & PhD Center 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. Withdrawals are effective on the date that the student submits the withdrawal form. Refunds are subject to the Boston University Tuition Refund Policy. Please note tuition is calculated based on semesters not modules and that no refunds are available after course grades are submitted and posted:

DEADLINE	REFUND AMOUNT
Prior to First Day of Classes	100% Tuition and Fees
First Two Weeks of Classes	80% Tuition
Third Week of Classes	60% Tuition
Fourth Week of Classes	40% Tuition
Fifth Week of Classes	20% Tuition
After the Fifth Week of Classes	0% Tuition

### ***Withdrawal for Non-Payment***

Students who have not settled their student accounts by the fifth week of classes each semester will have a hold placed on their accounts and may be withdrawn for non-payment by the Comptroller's Office. Students who wish to settle their accounts 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” (Fail) grades. Students with an F grade may be academically withdrawn from the program or receive a written warning with recommendations for improvement as previously described. Students must achieve grades of “P” (Pass) 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 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 [Boston University Policies](#).

## **FULL-TIME STATUS, RESIDENCY, AND TRANSCRIPTS**

### **Full-Time Status**

All MSMS students are registered for 18 credits per semester and enrolled full-time in both the fall and spring semesters.

### **Advanced Standing & Residency**

Given the integrated sequence of the MSMS, there can be no transfer of credit and/or substitutions made in the program. In order to earn the MSMS degree, students must complete all 36 required credits for the program in residence at the Boston University Questrom School of Business or in accord with **LfA**, implemented in 2020 in response to the COVID-19 pandemic.

### **Official Student Records**

Official records of MSMS students are kept in the Master’s & PhD Center, where the electronic

files are accessible only to the student, appropriate faculty, members of the MSMS Program Development Committee (PDC), and authorized members of the Questrom School of Business staff. Access to the student record by any other individual requires the written consent of the student.

### **Student Access to Student Records**

To inspect education records, a student must submit to the appropriate University official Access Form identifying the records to be inspected. The form is available on the Master's & PhD Center's website and should be submitted to the 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 & Unofficial Transcripts**

Unofficial transcripts may be requested in person from the Transcript Office at the Office of the University Registrar, 881 Commonwealth Avenue, 2<sup>nd</sup> 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, 2<sup>nd</sup> 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](#) (617-353-3612) for more information.