

MS in MANAGEMENT STUDIES (MSMS) STUDENT HANDBOOK

2022 – 2023 Academic Year

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WELCOME

Congratulations on your acceptance into the MSMS Program at the Questrom School of Business at Boston University! Our faculty, staff, and administration team welcome you to this distinctive program and to the BU Community. We are excited to have you participate in this project-based, highly interactive program and to assist you with your academic, professional, and personal growth.

INTRODUCTION

The MSMS program will develop your business knowledge and management competencies. It will also allow you to build upon your undergraduate experiences and require you to cultivate professional know-how and perspective. Our goal is to equip you with a set of skills suited to a range of business and organizational settings. Your classes, projects, and career activities work as an integrated system to enhance your learning and development.

This handbook outlines key program policies and procedures as well as information on important program contacts, faculty, and courses. Each student should become familiar with the policies and use the Handbook as a resource throughout the program.

Important Contacts

| Program Leadership | | | | | |
|--|--|--------------|-----------------|--|--|
| Name | Title | Phone | Email | | |
| Barbara Bickart | Senior Associate Dean, Graduate Programs | 617-353-3458 | bickart@bu.edu | | |
| Fred Geyer | Faculty Director, MSMS | 309-531-7208 | fgeyer@bu.edu | | |
| Masters & PhD Center, HAR 102 | | | | | |
| Name | Title | Phone | Email | | |
| Erica Osiecki | Assistant Director, MSMS | 617-358-1314 | osieckie@bu.edu | | |
| Karin McCarthy | Assistant Director, MSMS Career Development and Industry Relations | 617-353-9720 | karin@bu.edu | | |
| Madison Clark | Assistant Director, MSMS Admissions | 617-353-2670 | mgfc@bu.edu | | |
| Cecilia Yudin | Director, Center for Diversity, Equity, and Inclusion | 617-353-2650 | cyudin@bu.edu | | |
| Meghan Thompson | Associate Director, Masters and PhD Center | 617-353-4074 | mrt1@bu.edu | | |
| International Students & Scholars Office, 888 Commonwealth Ave., 2nd Floor | | | | | |
| Name | Title | Phone | Email | | |
| Questrom Internatio | nal Student Advisor, ISSO | 617-353-3565 | isso@bu.edu | | |

GRADUATION & DEGREE COMPLETION

Degree Requirements

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 and client projects.
- Have no "I" (Incomplete) or "F" (Fail) grades.
- Comport with Boston University's standards for academic conduct and the Questrom School of Business values.

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. A leave of absence does 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 November 15th, 2022.

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 <u>Student Link</u> to confirm the name that should 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 is comprised of: LAUNCH week, academic and career courses, and experiential teambased projects. The program runs from August to May.

Semester Start and End Dates

MSMS LAUNCH

The MSMS program starts on **Monday, August 29**th 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 6**th, **2022**. The last day of MSMS in Mod 2 is **Monday**, **December 12**th, **2022**.

Winter Session (Boston Expedition)

The first day of the Boston Expedition is **Tuesday**, **January 17**th, **2023**. The last day of the Boston Expedition is **Thursday**, **January 19**th, **2023**.

Spring Semester (Modules 3 and 4)

The first day of MSMS classes in Mod 3 is **Friday**, **January 20**th, **2023**. The last day of MSMS in Mod 4 is **Wednesday**, **May 3**rd, **2023**.

To review all the important academic year dates, please review the academic calendar.

MSMS LAUNCH

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

MSMS Program Grid

MSMS is a full-time program consisting of classes providing 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 763 Client Consulting Project C (4.5cr) |
| MS 717: Business Context and Strategy (1.5cr) | | | MS 757 Innovation & Entrepreneurship (1.5cr) |
| MS 742 Financial Reporting and Analysis (1.5cr) | | | Choose two electives from following list: |
| MS 743 Quantitative Methods (1.5cr) | | | MS 773 Customer Data & Analytics (1.5cr) |
| , , , | MS 756 Leadership & Change Management(1.5cr) | MS 747 Project Management & Control (1.5cr) | MS 753 Negotiation and Conflict Management (1.5cr) |
| MS 749 Executive Communications A (1.5cr) | | | MS 772 Product & Service Development (1.5cr) |
| MS 745 Ca | reer Skills | MS 750 C | areer Skills |

MSMS Curriculum - 36 credits

The MSMS program is a full-time, two-semester, 36-credit program delivered in four seven-week modules, known as "MODs", and an intersession retreat focused on challenges for high growth businesses. Students take classes in cohorts during the program. They enroll in 18 credits in the Fall Semester and 18 credits in the Spring Semester. The program has a fixed curriculum in the Fall Semester and provides electives in the Spring Semester. Any questions related to the curriculum can be discussed with the student's academic advisor.

A significant portion of the curriculum is comprised of experiential based project work that is driven by business challenges developed in collaboration with industry partners. Students work in small teams during each module on an industry partner's business challenge. Partnerships have been carefully developed to create real life business challenges and learning opportunities which enrich the curricular experience and enhance student learning. The curriculum has also been structured to include executive and alumni visits to the classroom, industry experts, and live cases.

Development of career skills and support for job search skills are an important part of the program. Students will develop networking, interviewing, job search, and personal story telling skills. Career skills are developed through cohort wide seminars, small group workshops, and one-on-one coaching. The work of the career coach is supplemented by the extensive networking and industry relations resources of the Questrom Feld Center and by on-campus visits by leading companies in technology, consulting, healthcare, financial services, and consumer products industries. It is each student's responsibility to become familiar with and take advantage of the full menu of career related services offered by BU.

GRADING

The MSMS program is graded on a Pass/Fail basis, shown as "P" or "F" on the official transcript. Grades in academic courses and in projects are a combination of three elements:

- Participation: Participation within the MSMS program is assessed based on satisfactory attendance/tardiness (see attendance policy), active engagement in both classroom and team discussions, and attentiveness in the classroom (no cell phone usage and screens down unless a student needs screens for ADA accommodations).
- **Completion:** Completion is assessed by the timely and substantial completion of classroom readings, assignments, and examinations and the timely submission of deliverables and completion of tasks to fellow teammates in the course of team projects.
- Subject Matter Understanding: Understanding is assessed through the ability to apply key business
 concepts in course assignments and project work. It includes understanding the context of business
 challenges and opportunities, selecting the most suitable concepts and frameworks to use to address
 opportunities, applying the concepts appropriately and adapting recommendations based on faculty,
 mentor and client feedback.

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, has earned at least an average of C on graded course components and has demonstrated full participation while completing all assignments.

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. The instructor will determine the final grade.

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. Failure to participate (including poor attendance) or failure to complete assignments is sufficient reason to receive a grade of "F" 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"

Withdrawal from a course forfeits the right to complete the class or module in that semester and receive a grade. Because the MSMS 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 <u>Student Link</u>, click on Academics, then on Transcript Preview and Ordering;
- Students may request a grade mailer in person at the Office of the University Registrar at any time.

INFORMAL FEEDBACK

Faculty have the option of indicating "High Pass" or "Low Pass" for course and project performance. While these High/Low indicators will not appear on your Boston University transcript, an informal report of course performance will be provided to each student at the end of each module.

High Pass:

A "High Pass" within a course represents consistently high achievement (equivalent to "A" work in a letter grade system) and active participation within the course.

Low Pass:

A "Low Pass" indicates consistently low academic achievement (equivalent to "C" work in a letter grade system) and minimal active participation within the course. Students who consistently show "Low Pass" work will receive feedback on how to improve. Where improvement is not possible, students may be placed on academic probation or counseled to leave the program.

Benefits of High Achievement:

Students who demonstrate superior academic performance across their courses and projects through an abundance of "High Pass" grades will receive recognition, preference in project and elective selection and provide a concrete fact base for job recommendations from faculty.

Recognition: Each module the top 20% of high performing students will be recognized through a "Director's Honors List". At the end of the program the top 3 to 5 exceptional performers across all of the modules will be recognized at Questrom-wide Graduate Honors Award. Students can utilize both the Director's Honors List and Graduate Honors Award on their resume and in their social posts.

Selection Preference: The $1/3^{rd}$ of students with the most High Passes and the least Low Passes during Mods 1 and 2 will receive higher preference in obtaining the project and the electives they desire in Mod 3. The $1/3^{rd}$ of students with the most High Passes and the least Low Passes during Mods 2 and 3 will receive higher preference in obtaining the project and the electives they desire in Mod 4. Although 90% of students received their first or second choice in the 2021-2022 academic year this is the best way to optimize project and elective selection.

Recommendation: Recommendation letters can be an important aid in the professional job source. Consistent high achievement provides a valuable proof point that faculty can use to make recommendations more meaningful and more impactful.

ACADEMIC PERFORMANCE REVIEW

The PDC 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 Program Development Committee (PDC) has final responsibility for decisions regarding students with poor academic performance. The PDC 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.

Any MSMS students who does not achieve 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 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 <u>Boston University Academic Conduct Code</u> and <u>Questrom School of Business Academic Conduct Code</u>. Any student who fails to do so will be brought before the Questrom's Academic Conduct Committee, as outlined in the <u>Questrom School of Business Academic Conduct Code</u>. 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 evaluate the module and instructors. Evaluation results are anonymous and are only made available to instructors 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 Director (Master's & PhD Center) within 48 hours. The Assistant Director will immediately contact the complainant to hear the concerns first-hand and clarify details. The Assistant Director will call a meeting with the appropriate parties with power for resolution (for example, the Associate Director, Associate Dean, or faculty member). Within a week, an outcome should be reached, and the student informed about resolution of concerns.

ACADEMIC POLICIES AND PROCEDURES

Academic Advising

The Questrom School of Business is committed to providing academic advising to all MSMS students. Academic Advising is a critical component to successful completion of degree requirements. Taking advantage of advising resources will assist students in achieving the maximum benefit from their education experiences. Erica Osiecki, MSMS Assistant Director, provides academic advising and support for the MSMS students. She can be reached at osieckie@bu.edu or at 617-343-1314.

Attendance Policy

Attendance is a critical part of graduate education. Students are expected to be engaged each day, from the beginning of classes to 5pm in the MSMS program according to module schedules, course requirements, and project demands. Please assume that the MSMS program will be "in person." Students are also expected to complete course assignments and project deliverables during evenings and on the weekend.

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). Regardless of whether an absence is excused each student 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 8:00am and 5:00pm, Monday-Friday. Internships and part-time jobs should not be scheduled during this time. Students are expected to attend all required program activities.

Attendance will be taken at all classes and program activities. Attendance records will be reviewed in periodic meetings of the PDC. If the PDC determines that multiple excused or informed absences are negatively affecting a student's learning, they will consider suitable action, which may include remedial work, academic probation or withdrawl 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: arrive at class 5-10 minutes early to avoid unexpected incidents.

Attendance Impact on Grades

For each module, a student receives one excused absence in each course. If a student does not provide ample notification of an absence and misses two classes in each course, then the students will be marked one grade lower. For example, if the student was normally showing "High Pass" level work but missed two classes, the grade would revert to a "Pass." If a student does not attend three or more classes in a course, the student's grade would go down two levels (i.e. "High Pass" to "Low Pass") and be at risk of failing the course.

In all cases, students who miss a class must make up all classwork and homework and submit the materials to the professor of the course within two weeks of the student's absence.

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!). It is understood 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 notify the instructor in advance and arrange for any makeup work.

Satisfactory Academic Progress

The MSMS program is a Pass/Fail program. MSMS students who have earned final grades of "Pass" in each of the courses in each module are in good academic standing.

Satisfactory academic progress (SAP) is one of the criteria a student must meet 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

<u>Boston University Policies</u> 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.

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 to be officially registered must do so https://doi.org/10.1007/jhtml.com/html/their/

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 courses to graduate. Students are not permitted to take additional credits beyond the semester in which they have completed their degree requirements 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 <u>Boston University Policies</u>.

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 sequencing of the MSMS program, there can be no transfer of credit and/or substitutions made in the program. 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.

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 the 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, 2nd floor. They may also be obtained via the Student Link.

Official transcripts, which bear the seal of the University, may be requested from the Transcript Office at the Office of the University Registrar, 881 Commonwealth Avenue, 2nd floor, for a minimal fee. Requests must be made in writing or in person; telephone requests will not be accepted. Transcripts may be mailed express delivery for an additional charge. Official transcripts may also be requested via the <u>Student Link</u>. Please refer to the <u>Transcript Office</u> (617-353-3612) for more information.