

PEMBA

PROFESSIONAL EVENING MBA

HANDBOOK

2023 - 2024 Academic Year

BOSTON
UNIVERSITY

Boston University Questrom School of Business
MBA Center for Academic & Community Engagement

INTRODUCTION	3
PEMBA Program Curriculum	3
PEMBA Curriculum Options	3
PEMBA PROGRAM GRIDS	4
Single Degree MBA Curriculum – 55 Credits	4
Health Sector Management Program – 55 Credits	5
Social Impact Program – 55 Credits	6
Management Science Program – 55 Credits	7
DUAL DEGREE PROGRAMS	8
Dual degrees with other BU Schools and Colleges	8
Dual Degree Programs Available to PEMBA Students	8
MBA/MA in International Relations	8
MBA/MA in Economics	8
MBA/JD in Law Management	8
MBA/MS in Product Design & Manufacture	9
ACADEMIC POLICIES & PROCEDURES	10
Student Advising	10
Attendance Policy	10
Grades	10
Policy on Grade Grievances for Graduate Students	10
Incomplete: “I”	11
Course Withdrawal: “W”	13
Course Failure: “F”	13
Retaking Courses	13
Grading Guidelines	13
Cumulative Grade Point Average (CGPA)	13
Calculating CGPA	13
Grade Verification	14
Academic Honors	14
Beta Gamma Sigma	14
Academic Performance Review for MBA & Dual Degree Students	14
COURSE LOAD	16
Part-time Status	16
Student Enrollment Status	16
Full-time Status	16
COURSE INFORMATION	17
Course Identification	17
Prerequisites	17
Pre-assignments	18
Evaluation of Instructors & Courses	18
REGISTRATION PROCEDURES	19
Registration	19
Registration Materials	19
Course Overlap Policy	19
Adding a Course	19
Dropping a Course	19
Dropping a Course in the Summer	20

Dropping All Courses (September-May)	20
Auditing Courses (AU)	20
Directed Study	20
Procedure for Directed Study	21
LEAVE OF ABSENCE & WITHDRAWAL FROM THE UNIVERSITY	22
Leave of Absence	22
Leave of Absence for Medical Reasons	22
Voluntary Withdrawal	22
Withdrawal for Non-Payment	22
Academic Withdrawal	22
Withdrawal for Inappropriate Student Behavior Including Academic Misconduct	23
ADVANCED STANDING	24
PEMBA Advanced Standing Waivers	24
Waiver by Undergraduate or Graduate Coursework	24
Waiver by Competency for Select Courses	24
Residency Requirements	24
COURSES OUTSIDE OF QUESTROM- TRANSFERS OF CREDIT & GRADUATE ELECTIVE REQUESTS	26
New Students: Transfer of Academic Credit for Previously-Completed Coursework	26
Transfer of Academic Credit for Current Students (while matriculated)	26
Process for Requesting Transfer of Academic Credit	26
Taking Courses at Colleges/Universities in Consortium	27
Taking Graduate Electives at Other BU Schools/ Colleges - Graduate Elective Request Procedure ...	27
PEMBA STUDENT RECORDS & RESPONSIBILITIES	29
Official Student Records	29
Access to Student Records	29
Unofficial Transcript	29
Official Transcripts	29
Formal Complaints	29
Academic Conduct	29
DEGREE COMPLETION & GRADUATION	30
Single-degree Cohorted & Flex Track PEMBA	30
Dual degrees	30
Time Limit for Degree Completion	30
Applying for Graduation	30
Graduation Dates	31
Diplomas	31

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.

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 Flex Track. 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, Social Impact, Management Science or dual degree – programs offered in conjunction with other Boston University Schools and Colleges. General Management PEMBA students, wishing to join either the Health Sector Management Program, Social Impact, or Management Science Program should meet with the program faculty director and their advisor.

PEMBA Curriculum Options

The next few pages will take you through the **Single-Degree PEMBA Programs**, (Flex Track, Cohorted, Social Impact, Health Sector Management, and Management Science programs) and the **Dual degree Programs** (MBA/MA in International Relations, JD/MBA, MBA/MS in Product Design & Manufacture, and MBA/MA in Economics). Please note: ALL students are required to complete the MBA program within six years.

Cohorted PEMBA Program – 55 credits

In the Cohorted Program, students move through the first 4 foundational core curriculum and the first two executive skills courses 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. Students are automatically enrolled in 2 courses for the fall semester, 3 courses for the spring semester, and 1 course during the first summer session. Students must follow the prescribed curriculum, excluding courses that they have waived, to remain in the cohort. Since cohorted students take this series of core courses before their electives, it is important that they build a relationship with their MBA Center advisor to plan out the best elective program to fit their professional goals.

Flex Track PEMBA Program – 55 credits

In the Flex Track program, students determine the pace and course load that works best for them. We strongly advise that all PEMBA students follow course prerequisites and generally follow the sequence of courses presented on the curriculum map below. 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.

PEMBA PROGRAM GRIDS

Single Degree MBA Curriculum – 55 Credits

Foundational Core (12 Credits)	Functional Core (12 Credits)	Ethics, Leadership and Executive Skills (4 Credits)	General Electives (24 Credits)
<p>MO712: Leading Organizations and People (3 Credits)</p> <p>AC711: Financial Reporting and Analysis (3 Credits)</p> <p>PL730: Economics and Management Decisions (3 Credits)</p> <p>QM717: Data Analysis for Managerial Decision Making (3 Credits)</p>	<p>FE722: Financial Management (3 Credits)</p> <p>MK724: Marketing Management (3 Credits)</p> <p>OM726: Creating Value Through Operations and Technology (3 Credits)</p> <p>SI751: Competition, Innovation, and Strategy (3 Credits)</p>	<p>ES740: Leadership Communications (2 Credits)</p> <p>MG730: Ethical Leadership (1.5 Credits)</p> <p>ES750*: Leadership Through Collaboration (0.5 Credits)</p>	<p>Students can choose from a variety of MBA elective offerings that best suite their interests and career goals</p> <p>Please note: at least one 3 credit elective must be an Action Learning Certified Elective</p>

The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of Questrom.

**ES750: Leadership through Collaboration is designed for completion further into your program.*

Health Sector Management Program – 55 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.

Foundational Core (12 Credits)	Functional Core (12 Credits)	Ethics, Leadership and Executive Skills (4 Credits)	HSM Requirements (15 Credits)	General Electives (12 Credits)
<p>MO712: Leading Organizations and People (3 Credits)</p> <p>AC711: Financial Reporting and Analysis (3 Credits)</p> <p>PL730: Economics and Management Decisions (3 Credits)</p> <p>QM717: Data Analysis for Managerial Decision Making (3 Credits)</p>	<p>FE722: Financial Management (3 Credits)</p> <p>MK724: Marketing Management (3 Credits)</p> <p>OM726: Creating Value Through Operations and Technology (3 Credits)</p> <p>SI751: Competition, Innovation, and Strategy (3 Credits)</p>	<p>ES740: Leadership Communications (2 Credits)</p> <p>MG730: Ethical Leadership (1.5 Credits)</p> <p>ES750*: Leadership Through Collaboration (0.5 Credits)</p>	<p>HM703: Health Sector Issues and Opportunities (3 Credits)</p> <p>HM820: Strategy, Economics and Policy in the Health Sector (3 Credits)</p> <p>HM710: Health Service Delivery (3 Credits OR HM717: Drugs, Devices, and Diagnostics (3 Credits)</p> <p>2 HSM Electives at 3 Credits each</p>	<p>4 Elective courses at 3 credits each</p> <p>Students can choose from a variety of MBA elective offerings that best suite their interests and career goals</p> <p>Please note: at least one 3 credit elective must be an Action Learning Certified Elective</p>

The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of Questrom.

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Social Impact Program – 55 Credits

The mission of the Social Impact Program 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.

Foundational Core (12 Credits)	Functional Core (12 Credits)	Ethics, Leadership and Executive Skills(4 Credits)	SI Requirements (12 Credits)	General Electives (15 Credits)
<p>MO712: Leading Organizations and People (3 Credits)</p> <p>AC711: Financial Reporting and Analysis (3 Credits)</p> <p>PL730: Economics and Management Decisions (3 Credits)</p> <p>QM717: Data Analysis for Managerial Decision Making (3 Credits)</p>	<p>FE722: Financial Management (3 Credits)</p> <p>MK724: Marketing Management (3 Credits)</p> <p>OM726: Creating Value Through Operations and Technology (3 Credits)</p> <p>SI751: Competition, Innovation, and Strategy (3 Credits)</p>	<p>ES740: Leadership Communications (2 Credits)</p> <p>MG730: Ethical Leadership (1.5 Credits)</p> <p>ES750*: Leadership Through Collaboration (0.5 Credits)</p>	<p>SR801: Social Impact – Business, Society, and Environment (3 Credits)</p> <p>3 Social Impact Elective courses at 3 credits each</p> <p>Students are required to complete a 300-hour internship in a public, private, or non-profit organization</p> <p>PEMBA students may waive the internship requirement with applicable work experience with permission of the SI Faculty Director</p>	<p>5 Elective courses at 3 credits each</p> <p>Students can choose from a variety of MBA elective offerings that best suite their interests and career goals</p> <p>Please note: at least one 3 credit elective must be an Action Learning Certified Elective</p>

The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of Questrom.

**ES750: Leadership through Collaboration is designed for completion further into your program.*

Management Science Program – 55 Credits

The Management Science program is designed to empower students to master a quantitative general management style and prepare you for a wide range of managerial careers, including consulting, technology, social impact, finance, operations, or entrepreneurship

Foundational Core (12 Credits)	Functional Core (12 Credits)	Ethics, Leadership and Executive Skills (4 Credits)	MS Requirements (15 Credits)	General Electives (12 Credits)
<p>MO712: Leading Organizations and People (3 Credits)</p> <p>AC711: Financial Reporting and Analysis (3 Credits)</p> <p>PL730: Economics and Management Decisions (3 Credits)</p> <p>QM717: Data Analysis for Managerial Decision Making (3 Credits)</p>	<p>FE722: Financial Management (3 Credits)</p> <p>MK724: Marketing Management (3 Credits)</p> <p>OM726: Creating Value Through Operations and Technology (3 Credits)</p> <p>SI751: Competition, Innovation, and Strategy (3 Credits)</p>	<p>ES740: Leadership Communications (2 Credits)</p> <p>MG730: Ethical Leadership (1.5 Credits)</p> <p>ES750*: Leadership Through Collaboration (0.5 Credits)</p>	<p>IS879: Structured Business Modeling with Spreadsheets (3 Credits)</p> <p>One 3-Credit Programming or Analytics elective</p> <p>3 Management Science electives at 3 credits each</p>	<p>4 Elective courses at 3 credits each</p> <p>Students can choose from a variety of MBA elective offerings that best suite their interests and career goals</p> <p>Please note: at least one 3 credit elective must be an Action Learning Certified Elective</p>

The curriculum and courses are subject to change as recommended by faculty, deans, and administrators of Questrom.

**ES750: Leadership through Collaboration is designed for completion further into your program.*

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 32-credit residency requirement of the Questrom School of Business PEMBA program. Students who waive core courses are required to take additional Questrom electives. If any Questrom course is counted toward the other degree program, the course must be replaced with a Questrom elective. Please contact your advisor for MBA degree requirements.

Core Courses:	
MO712: Leading Organizations and People	3 Credits
AC711: Financial Reporting and Control	3 Credits
PL730: Economics and Management Decisions	3 Credits
QM717: Data Analysis for Managerial Decision-making	3 Credits
FE722: Financial Management	3 Credits
MK724: Marketing Management	3 Credits
OM726: Creating Value through Operations & Technology	3 Credits
SI751: Competition, Innovation, and Strategy	3 Credits
Action Learning Elective	3 Credits

Executive Skills Courses:	
MG730: Ethical Leadership	1.5 Credits
ES740: Leadership Communications	2 Credits
ES750: Leadership through Collaboration	0.5 Credits

TOTAL CREDITS REQUIRED FOR QUESTROM RESIDENCY: 31

Dual Degree Programs Available to PEMBA Students

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 psgsgrad@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/MS in Product Design & Manufacture

For information on the MS portion of the degree, please contact the College of Engineering at 617-353-2814 or mechems@bu.edu.

ACADEMIC POLICIES & PROCEDURES

Student Advising

Questrom is committed to providing academic advising to all graduate students to help them complete degree requirements successfully and achieve the maximum benefit from their educational opportunities. Academic Advisors (includes the Assistant Directors and Director) are available in the MBA Center (HAR 416) to discuss course selection, decisions about concentrations, completion of degree requirements, adjustment and personal challenges, and available resources/services.

Attendance Policy

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

Grades

All credit courses at the Questrom School of Business are graded on a letter scale according to the following criteria:

Level	Grade	Honor Points/Credit
Superior Performance	A	4.0
	A-	3.7
	B+	3.3
	B	3.0
	B-	2.7
	C+	2.3
	C	2.0
Lowest Grade Acceptable for Credit	C-	1.7
Failing Grade	F	0.0

Policy on Grade Grievances for Graduate Students

Grading is the prerogative of the faculty and is based upon a student's performance against a clearly articulated set of assignments, expectations, and standards.

Arbitrary grades are defined as those:

- assigned to a student on some basis other than performance in the course; or,
- assigned to a student by resorting to unreasonable standards different from those which were applied to other students in that course or section of the course; or,
- assigned to a student on the basis of criteria that are a substantial, unreasonable, and unannounced departure from the instructor's previously articulated standards.

Issues that do not meet one or more of these criteria of arbitrariness are not appropriate bases for a grade appeal under this policy. Only final course grades may be formally appealed. Grades that are the result of academic misconduct are not appealable. All grievances must be made in a timely manner within six weeks of the official posting of the grade.

Before filing a formal appeal, a student is urged to resolve any grievance informally by meeting with the instructor responsible for the grading of the course to discuss the student's concerns. The student is responsible for bringing copies of all relevant information to the meeting (i.e., course syllabus, assignment sheet, graded work). The student should be prepared to show evidence of arbitrary grading. The instructor is expected to discuss the student's concerns and to explain the basis for determining the grade.

If the student and the instructor are unable to arrive at a mutually agreeable solution, the student may file a formal appeal with the department chair of the instructor. The written appeal must detail the basis for the allegation of arbitrary grading and present adequate evidence that supports the allegation. The chair may seek to informally resolve the matter between the instructor and student or determine a resolution after review of all materials.

If the student wishes to appeal the chair's decision, they may do so to the Faculty Director of the student's degree program. Finally, the student may appeal the chair and faculty director's decision to the Dean, who will render a final decision.

Incomplete: "I"

A grade of "I" indicates that course requirements, such as a final exam or written coursework, have not been completed by the end of the semester. Please note:

- Students are expected to complete their coursework by assigned deadlines and by the completion of the course.
- An "I" grade is rarely given and only to be extended by the instructor for unanticipated and exceptional circumstances. An "I" grade is given at the instructor's discretion. Students may neither elect nor expect to receive an "I" grade.
- Students who, for whatever reason, miss more than 1/3 of the sessions for a class are not eligible to receive an "I" grade. They must withdraw from the course and will receive a "W" grade subject to the MBA Handbook guidelines.

To receive an incomplete grade (I), prior to the instructor's deadline for submitting grades:

- The student must have conferred with the instructor and offered acceptable reasons for the incomplete work.
- The instructor must submit the Questrom Incomplete Grade Report indicating the nature of the work outstanding and a date by which all course requirements must be completed, which will go to the MBA PDC Academic Affairs Committee, to the Questrom Registrar's Office, and to the student.
- At the instructor's discretion, the deadline for completion of work may be set at any time up to and including the first day of the next semester (not including summer term). The instructor may also indicate the grade that will be awarded for the course in the event that the outstanding work is not completed by that deadline.
- Any requests for an extension of deadline beyond the first day of the following semester must be made via petition to the MBA PDC Academic Affairs Committee two weeks prior to the start of the semester. ("Petition for Extension")

- Petitions for Extension that are submitted less than two weeks prior to the start of the next semester will not be considered.
- A Petition for Extension must be endorsed by the instructor who gave the incomplete “I” grade. Petitions for Extension that are submitted without an endorsement by the instructor will not be considered.
- In determining whether to grant a Petition for Extension, the MBA PDC Academic Affairs Committee may consider the student’s overall performance and conduct in the program, whether the student has received incomplete or “I” grades in any other classes, how the carry-over of work from prior semesters may impact the student’s ability to complete required work in their upcoming enrolled courses and/or how the allowance of additional time to resolve work related to the incomplete(s) may affect the student’s ability to remain on-pace to complete their degree.
- Granting a Petition for Exemption is within the sole discretion of the MBA PDC Academic Affairs Committee. However, under no circumstances may the deadline for completing work related to an outstanding “I” grade be extended beyond the last day of the following semester.
- The MBA PDC Academic Affairs Committee will notify the Questrom Registrar’s Office of any extensions granted.
- Incomplete grades must be resolved within the time period allowed by the I Grade Report Form (or any Petition for Extension granted by the Academic Affairs Committee). When the work is completed, the instructor will determine the final grade. Incomplete grades not resolved by such date will be converted to the final grade indicated on the I Grade Report form, or F if no grade is indicated.
- Please note:
 - Being on a Leave of Absence does not extend the time frame for completing outstanding work.
 - Please note that, absent an exemption from the MBA Academic Affairs Committee, Full-time MBA students who receive an “I” in Module One or Module Two cannot continue to the Spring Semester unless the “I” is resolved before the start of the Spring semester.
 - 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 (CGPA).
 - When the instructor reassigns the grade once the student completes the work, or when the Questrom Registrar’s Office converts the “I” to the grade designated or 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.
 - Any student that receives 3 or more “I” grades will be referred to the MBA PDC Academic Affairs Committee by the Questrom Registrar upon receipt of their third “I”. The Academic Affairs Committee of the MBA PDC will consider whether the student is reasonably likely to be able to complete the program in accordance with its requirements. To the extent that the student is struggling with circumstances outside the program, the Academic Affairs Committee may recommend or require a leave of absence, reduced load of courses, or other appropriate measure.

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. Students are charged full tuition for "W" grades.

Course Failure: "F"

A grade of "F" indicates failure to pass the course. A student who earns a grade of "F" in a core course (including Executive Skills classes) 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 receive a waiver for courses in which they have received an "F" or a "W." PEMBA students can retake non-Questrom graduate electives at Boston University in which they have received a grade below "B" because only non-Questrom electives with grades of B or higher can be used to satisfy PEMBA degree requirements.

Grading Guidelines

Questrom School of Business 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.

Questrom School of Business 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 BU Questrom School of Business 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: ES750 and ES707 are pass/fail courses.* The grade of Pass does not count toward the GPA but **the grade of Fail does count toward the GPA**. Coursework taken outside Questrom School of Business will not be calculated into the student's CGPA.

Calculating CGPA

In order to calculate CGPA, divide the number of grade points earned in Questrom graduate courses (QST) by the number of QST 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.

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

$(\text{Total honor points from all QST courses}) \div (\text{total QST credits attempted}) = \text{Cumulative GPA}$

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 Questrom grade point average (CGPA) is 3.55 or higher. High honors will be awarded to graduates whose Questrom 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 on the basis of cumulative GPA following Summer session 1, in students' final year. 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.

Academic Performance Review for MBA & Dual Degree Students

The MBA Center 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 Questrom 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 Questrom School of Business is not calculated into the student's CGPA.

The MBA Faculty 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 6 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 Academic Advisor (in person or remotely) 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 Questrom CGPA there are two categories of poor academic performance:

- MBA and dual degree students with a Questrom CGPA *less than 2.70 but equal to or greater than 2.55* after 6 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 Questrom CGPA *less than 2.55* after 6 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).

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 MBA Center. The Statement is the student's individual work product and must be prepared accordingly.

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 Questrom World website: <https://questromworld.bu.edu/grad/forms/course-overload-tuition-waiver/>.

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 BU Student Portal, the course number is preceded by a school or college designation. All courses at the Questrom School of Business are represented by 'QST'. The numbers for graduate-level courses are in the 700s and 800s. Course numbers in the 700s are typically core requirements, and courses in the 800s are electives. 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.

<i>Example Only (do not use for course registration):</i>								
School	Course	Section	Title	Credits	Day/Time	Instructor	Room	Notes
QST	AC710	B1	Financial...	3	T/R 8-9:30	Jones	HAR 322	Reserved for Cohort B
QST	MK856	F1	Consumer Behavior...	3	W 6:00-9:00	Utter	HAR 310	MK723/724

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:

Code	Course
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
SR	Social Impact

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 schedule on the Student Link and on the QuestromWorld version of the schedule.

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 Susilo Business Center prior to the first day of classes. Professors also utilize Blackboard, a course management system, on which they may post pre-assignments.

Evaluation of Instructors & 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. Raw scores are available on Questrom Apps (<https://questrops.bu.edu/gstnet/home.cfm>).

REGISTRATION PROCEDURES

Registration

The Student Link's WebReg is the vehicle used by PEMBA students to register for all of their non-cohorted classes. WebReg 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>). Academic Advisors in the MBA Center 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 MBA Center emails students detailed information about course offerings, concentrations, registration dates and refund policies. It is the student's responsibility to check their BU email account, including the MBA Center Newsletter, for this important information. Students can also view information on the MBA Center Website (<https://questromworld.bu.edu/grad/>).

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

Course Overlap Policy

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

Adding a Course

Students may add most 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.

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 Graduate Admissions and Financial Aid Office (HAR 115). **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 MBA Center, 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 should talk with their advisor and complete a Leave of Absence/Withdrawal form, available on the MBA Center website: <http://questromworld.bu.edu/gradcenter/essentials/forms/>. The effective date that the classes are dropped will be the date that the MBA Center receives the Leave of Absence/Withdrawal form. Students who are registered for classes but never attended and never dropped the classes or officially withdrew before the first day of the semester may still be accountable for a portion of the tuition, fees, and/or other charges. Refunds are determined as follows for fall and spring semesters:

Date	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

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 MBA Center. 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 Questrom 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 for MBA students from the MBA Center's website (<https://questromworld.bu.edu/grad/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 approved by the faculty member, Department Chair, and Program Director, if applicable
- Upon approval, the 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 talk with their advisor and complete a Leave of Absence/Withdrawal form, available on the MBA Center website: <https://questromworld.bu.edu/grad/forms/>. 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 Academic Advisor at least 4 weeks prior to resuming their studies in a given semester. Likewise, students should notify their Academic 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. Students who are interested in rejoining the program after they have been withdrawn will need to contact Admissions about reapplying to 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.”

Voluntary Withdrawal

Students who wish to withdraw from the PEMBA program should talk with their Academic Advisor and complete a Leave of Absence/Withdrawal form, available on the MBA Center website: <https://questromworld.bu.edu/grad/forms/>. 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 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, according to the refund calendar. Students who are interested in rejoining the program after they have been withdrawn will need to contact Admissions about reapplying to the program.

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 (<https://www.bu.edu/studentaccountingservices/>). Students who are interested in rejoining the program after they have been withdrawn will need to contact Admissions about reapplying to the program.

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 Questrom CGPA *less than 2.55* after 6 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.

MBA and dual degree students with a Questrom CGPA *less than 2.70 but equal to or greater than 2.55* after 6 credits attempted will be placed on academic probation. The PDC determines the terms of the probation. To remain in the program, students must make progress as outlined in the probation plan.

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

Withdrawal for Inappropriate Student Behavior Including Academic Misconduct

While matriculated in the 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 Questrom's Academic Conduct Committee, as outlined in the University'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

PEMBA Advanced Standing Waivers

Students enrolled in the Questrom School of Business PEMBA Program may be eligible for an Advanced Standing Course Waiver of a required core class based on: (1) previous completion of multiple courses in the core course area. Students who achieve Advanced Standing have the approved class waived, receive a notation on their transcript of receiving a waiver, and therefore reduce the overall credits required for graduation. Waived course credits do not count towards the Questrom residency requirement. Executive Skills courses may not receive advanced standing waivers. The full policy may be found here: <https://www.bu.edu/questrom/pemba-course-waiver-policy/>

Waiver by Undergraduate or Graduate Coursework

Students may waive a core PEMBA course if they completed multiple courses with an average GPA of 3.0 or greater in the core course area from an educational institution holding US Regional or AACSB Accreditation. Waivers are determined at the time of admission into the program and are communicated to students from the Graduate Admissions Office. Students may receive advanced standing for up to four core PEMBA courses.

Waiver by Competency for Select Courses

Students may waive AC711 as a (A) Certified Public Accountant, Chartered Accountant, or (B) through the passing of the Level I CFA Examination.

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.

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 MBA Center for a course syllabus to see if you are adequately familiar with the course material.

Residency Requirements

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:

Degree Program	Total Credits Required	Credits That Must be Taken in Residency at Questrom
Single Degree Cohorted or Flex Track PEMBA	55	31
Dual Degree PEMBA	31 for MBA portion (some dual degrees require more)	31

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**Dual degree students must complete 31 credits in residency at Questrom 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.

COURSES OUTSIDE OF QUESTROM- 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 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: <https://www.aacsb.edu/accreditation/accredited-schools>
- The course was taken for credit and was not used toward the completion of another degree
- Courses that are online or in hybrid format are subject to careful review. If approved, students can transfer no more than two online/hybrid courses.

Transfer courses may not count towards the requirements of either the Health Sector Management, Management Science, or Social Impact program.

Courses will be considered for core course equivalency or otherwise are awarded as general elective credits. Students may transfer no more than 3 courses as core equivalents.

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 Questrom 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 Questrom during the same academic year (fall/spring)
- Except under extenuating circumstances, current students cannot petition for transfer of credit for courses that are equivalent to any core course or Executive Skills course
- 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 MBA Center website: <https://questromworld.bu.edu/grad/forms/transfer-of-credit-application/>. 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 member to ensure that the course contains a level of academic content deemed appropriate for the BU PEMBA Program. The MBA Center 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 Questrom 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 Questrom School of Business. 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 Questrom 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 MBA Center
- 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 MBA Center for their student file

Taking Graduate Electives at Other BU Schools/ Colleges - Graduate Elective Request Procedure

With prior approval, students may take up to three graduate courses from other Boston University colleges for elective credit. These three courses can include no more than two courses from Metropolitan College. Online courses from Metropolitan College are not eligible for transfer credit in our program. 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 residency requirement.

Students should start by contacting the school/college in which they wish to take the course to determine that school's enrollment policies and deadlines. Students must then submit a Graduate Elective Request Form, available on the MBA Center website (<https://questromworld.bu.edu/grad/forms/graduate-elective-request-4/>), including a course description and a course syllabus, as well as an explanation of how the proposed course fits into the student's educational objectives. The criteria for approval are:

- A similar course is not available at Questrom

- The student provides a compelling reason to take the course given career interests
- After evaluation by a subject matter expert, the course is deemed to be as rigorous and substantive as a Questrom course

Questrom faculty will evaluate the application, and the student will be notified by email as to whether or not the course has been approved. The student will then finalize the process by contacting the other school/college to formally register 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. The grade will appear on the Boston University transcript but will not be a factor in the computation of the Questrom grade point average, which is used to determine honors and academic standing in the program.

PEMBA STUDENT RECORDS & RESPONSIBILITIES

Official Student Records

Official records of PEMBA students are filed in the MBA Center, where the files are accessible only to the student, appropriate faculty, members of the respective Program Development Committee (PDC), and authorized members of the Questrom 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 their MBA Center Academic 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 their 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/> for additional information on the Family Education Rights and Privacy Act (FERPA).

Unofficial Transcript

Unofficial transcripts may be obtained via the Student Link (<http://www.bu.edu/studentlink>).

Official Transcripts

Official transcripts, which bear the seal of the University, may be requested via the Student Link (<http://www.bu.edu/studentlink>). Transcripts may be mailed express delivery for an additional charge. Please call the Transcript Office (617-353-3616) for more information or view their website at: <http://www.bu.edu/reg/academics/transcripts>.

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 MBA Center advisor. The initial complaint should then be referred to the Associate Dean of Residential MBA Programs within 48 hours. The Associate Dean will immediately contact the complainant to hear the concerns first-hand and clarify details. The Associate Dean will call a meeting with the appropriate parties with power for resolution (i.e. Director, 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 Boston University's Academic Conduct Code, which can be found here: <http://questromworld.bu.edu/acc/>. 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 Questrom's Academic Conduct Committee, as outlined in the University's Academic Conduct Code, for appropriate action. Students may be suspended or expelled at the discretion of the Committee.

DEGREE COMPLETION & GRADUATION

Single-degree Cohorted & Flex Track PEMBA

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

- Complete all required courses (MBA core courses, Executive Skills courses, and any additional requirements, such as internships required for some Social Impact students) and approved electives for a total of 55 credits. A student may transfer in no more than 9 and waive no more than the equivalent of 12 credits. At least 31 credits must be taken at the Boston University Questrom School of Business. 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 31 credits in the PEMBA Program. If any credits are transferred or waived by exam, additional elective credits must be taken to satisfy the 31-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 [petition for exemption to policy form](#) must be completed, which will go to the Associate Dean of Residential MBA Programs. This petition 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.

Applying for Graduation

All Students **must file** an [Application for Graduation](#) with the MBA Center prior to the completion of their degree requirements. Failure to meet graduation application deadlines, as outlined below, may impact a student's graduation. **It is the student's responsibility to initiate the graduation process.**

Graduation Date	Graduation Applications due no later than:
May Graduates	June 1 st - year prior to graduation

August Graduates	June 1 st - year prior to graduation
January Graduates	February 1 st – year prior to graduation

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

Graduation Dates

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

Graduation	Courses Completed
August 25	Summer Session I or II
January 25	Fall Semester
May (main ceremony)	Spring Semester

All graduates of the January graduations, May graduates, and tentative graduates for the following August are invited to attend the Questrom School of Business Commencement ceremony in May. Questrom does not hold any other event for August and January graduates. Information about the ceremony is disseminated in the spring to the official August and January graduates and tentative May and August graduates.

Diplomas

The Diploma Office at the Office of the University Registrar prepares diplomas. Students use the Diploma and Graduation Information option on the [Student Link](#) in order to confirm the name to appear on the diploma, and how they wish to pick up their diploma. Students who do not plan to attend the May 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.