

Management and Accounting

The Jesse H. Jones Graduate School of Management

Dean

Gilbert R. Whitaker, Jr.

Professors

Richard P. Bagozzi
Bala G. Dharan
Robert Dipboye
Linda P. Driskill
Jennifer M. George
G. Anthony Gorry
George Kanatas
David Lane
H. Albert Napier
Ronald N. Taylor
Wilfred C. Uecker
Robert A. Westbrook
Edward E. Williams
Duane Windsor
Stephen A. Zeff

Research Professors

Bob Bixby
Marc J. Epstein

Associate Professors

Shannon Anderson
Richard R. Batsell
Steven C. Currall
Jeff Fleming
David L. Ikenberry
Trichy Krishnan
Barbara Ostdiek
Miguel A. Quiñones
Douglas A. Schuler
R. Sukumar

Assistant Professors

Michele J. Daley
Utpal Dholakia
Gustavo Grullon
Michelle R. Hebl
Michael B. Heeley
Neelam Jain
Quintus R. Jett
Lisa R. Klein
Sharon F. Matusik
Karen Elisabeth Schnietz
D. Brent Smith

Fu-Kuo Wang
James P. Weston
Sally Widener
Yan Anthea Zhang

Instructors

Deborah J. Barrett
Charles McCabe
Adjunct Professors
Roberto Abib
Andrew Adams
Anne Marie Ainsworth
Paul S. Allen
Michael Alsup
Khleber Attwell
Stephen J. Banks
John Boatwright
Marc Boom
Cheyenne Currall
Christopher Durovich
Rodney Eads
Jerry E. Finger
Robert N. Flatt
Joseph R. Gagliardi
Arthur Garson, Jr.
Jack M. Gill
John K. Hannan
Terry Hemeyer
Vincent Kaminski
Gary Krause
Robert M. Lesnick
Dennis Loughridge
Shahid Malik
Upendra Marathi
Stuart P. Morstead
Timothy Nash
Robert B. Parke, Jr.
Rebecca Roof
David Ross, III
Armand Shapiro
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Rebecca Roof
David Ross, III
Armand Shapiro
Joan E. Shook
Laurence Stuart

Dean Swick
David Titus
Richard H. Ward, III

Lecturers

W. Clifford Atherton
David M. Austgen
John A. Baker
Lovett Baker
Sylvia Bennett
Donald D. Clayton
E. Scott Crist
Michele Daley
John D. Faucher
Susan Faust
Gary Globber
Lawrence Hampton
Sheila Harvey
Bradley Jackson
John Kehoe
Pamela Kennedy
Patricia R. Lawrence
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James P. Mandel
Robert McAshan III
Dennis E. Murphree
Elizabeth O'Sullivan
Phaedon Papadopoulos
Elizabeth A. Peters
Dale Qualls
Leslie Rohrer
Steven Russo
James R. Sowers
Russell Starbird
V. Richard Viebig, Jr.
Stuart Wagner
Alan Westheimer
Gale Wiley

Degrees Offered: M.B.A., M.B.A./Master of Engineering

The Jesse H. Jones Graduate School of Management was established in 1974 through a gift from Houston Endowment Inc. The school provides its highly select graduate students with unique opportunities for professional training in management. The master of business administration (M.B.A.) program includes elective offerings in accounting, entrepreneurship, finance, international business, information technology, marketing, operations management, organizational behavior and human resource management, healthcare management, and strategic management and planning.

The M.B.A. is also offered in a format designed for executives who do not wish to interrupt their careers while they pursue their degrees. Meeting every other weekend, the M.B.A. for Executives Program features the same content and faculty as the traditional two-year M.B.A. program, and is completed in 21 months. This general management program offers no tracks for specialization; however, much of the content of elective courses in the two-year M.B.A. has been incorporated into the course modules for the executive format. The M.B.A. for Executives Program offers 4 electives at the end of the 21-month period.

A joint M.B.A./master of engineering degree offered by the Jones Graduate School and the George R. Brown School of Engineering, in any of the departments of engineering or in statistics, prepares students to become managers in organizations requiring a high level of technical expertise and management skills.

A joint M.B.A./M.D. offered by the Jones Graduate School and Baylor College of Medicine prepares students to become both physicians and managers in institutions involved in the delivery of high-quality health care, as well as biotechnology-focused industries, health insurance/managed healthcare firms, and pharmaceutical and medical supply and equipment companies.

Although no undergraduate major is offered, undergraduate accounting courses are available.

Admission Requirements for Jones Graduate School

For general information, see Admission to Graduate Study (pages 67–68). Applicants to the M.B.A. program must submit scores on the Graduate Management Admission Test (GMAT) rather than the Graduate Record Examination (GRE), and, unless they received an undergraduate degree from a U.S. college or university, foreign nationals whose native language is not English must submit recent scores on the Test of English as a Foreign Language (TOEFL). Admission to the Jones Graduate School is open to students regardless of their undergraduate major, but it is highly selective and limited to those who have performed with distinction in their previous academic work and on the GMAT.

M.B.A. Program. Although the M.B.A. program has not established specific prerequisite courses for admission, students may find it beneficial to have a background that includes undergraduate course work in principles of accounting, principles of microeconomics, and mathematics. Because spreadsheet and word-processing software are used extensively in course work, students should have a thorough understanding of these types of software packages before enrolling.

M.B.A. for Executives. In addition to meeting the standards for admission to the M.B.A. program, students admitted to the executive program typically have at least 10 years of relevant work experience.

Joint M.B.A./Master of Engineering Program. To enter the joint degree program, applicants must be accepted by both the Jones Graduate School and the engineering department in which they wish to enroll. The program requires the Jones Graduate School

application and the GRE, rather than the GMAT. Some engineering departments require advanced tests as well.

Joint M.B.A./M.D. Program. To enter this joint degree program, applicants must first be accepted by Baylor College of Medicine and then apply separately to the Jones Graduate School. The MCAT is accepted rather than the GMAT. Two years of medical school are required before starting M.B.A. classes.

Degree Requirements for M.B.A.

For the M.B.A. degree, students must:

- Spend at least 2 academic years in residence at Rice
- Complete at least 60 semester hours in course work
- Register for no fewer than 15 hours and no more than 18 hours each semester (any other registration requires special permission)

All registration and drop/add forms require the signature of the M.B.A. program director or a designee. The school, which must approve all courses, specifies the sequence of required first-year courses at registration for each entering class.

Waivers and Transfers of Credit. At its sole discretion, the school may allow students to transfer credits (up to 6 hours). This does not necessarily reduce the residence requirement, but it does make additional elective courses available. Students otherwise must follow the prescribed curriculum of study and are not allowed to waive any core requirements.

First-Year Courses. Students must complete at least 32 approved credit hours. The modular core curriculum includes financial accounting, data analysis, business ethics, information technology, marketing, finance, managerial economics, organization behavior, competitive strategy, managerial and leadership skills, managerial communication, economic environment of business, globalization of business, cost management, operations management, business-government relations, organization theory and change management, and 2 electives. During the second semester, teams of students participate in an action learning project in which they work at a company to solve a specific problem. This project allows them to integrate the business disciplines they studied and to turn knowledge into action. The core courses serve as prerequisites for required and elective courses taken in the second year.

Second-Year Courses. Students must complete at least 28 credit hours that include required courses in entrepreneurship and strategy formulation and implementation, and 25 credit hours of electives.

Areas of Interest. Although M.B.A. students are not required to select a formal elective concentration for degree purposes, they may wish to choose 1 or more areas of interest from among the following: accounting, entrepreneurship, finance, general management, international business, information technology, marketing, operations management, organizational behavior and human resource management, healthcare management, and strategic management and planning. The M.B.A. program director and individual faculty members offer students advice on course selection. Students may also take upper-level or graduate courses from other departments at Rice. Students may not credit basic foreign language courses toward the M.B.A. degree, but advanced language courses may qualify with approval from the M.B.A. program director.

Degree Requirements for M.B.A. for Executives

This degree requires completion of 11 mini-semesters totaling 56 credits, including

Extended Learning Labs. The program is a lock-step progression in which all students take required courses in an identical sequence, except for the 4 elective courses at the end of the 21-month period.

Degree Requirements for Joint M.B.A./Master of Engineering

Students may earn this nonthesis engineering degree in the fields of chemical engineering, civil engineering, computational and applied mathematics, computer science, electrical and computer engineering, environmental science and engineering, mechanical engineering and materials science, and statistics. Ordinarily, the engineering degree takes one academic year to complete, whereas the M.B.A. requires two. Joint-degree candidates, however, can fulfill requirements for both degrees in two academic years.

For the joint M.B.A./master of engineering degree, students must complete:

- At least two academic years in residence at Rice
- 63 semester hours in approved course work:
 - 24 hours in an engineering discipline
 - 39 hours in business administration

Students plan their course schedules in consultation with the engineering department in which they are enrolled and with the M.B.A. program director.

Degree Requirements for the Joint M.B.A./M.D. Program

Students may earn both M.B.A. and M.D. degrees in five years. They divide their time as follows:

- Years one and two—medical training at Baylor College of Medicine
- Year three—core M.B.A. courses at Rice
- Year four—M.B.A. courses at Rice, including 3 semester hours of required courses and 12 semester hours of healthcare electives during the fall semester, and medical training at Baylor College of Medicine during the spring semester
- Year five—medical training at Baylor College of Medicine

Students use the summer between the third and fourth years to perform healthcare research programs or externships. Students receive their M.B.A. degree from Rice after they have completed 47 hours of approved management course work; they receive their M.D. degree after they have completed the requirements specified by Baylor College of Medicine.

Academic and Professional Standards

Students must meet both academic and professional standards to continue academic work and to graduate. In accepting admission to the M.B.A. degree program, all students agree to be governed by the standards and procedures for dismissal or disciplinary action stated below.

Academic Standards. A minimum cumulative grade point average of 3.00 (B) is required for graduation. All courses taken for the M.B.A. degree (including approved courses taken at the university but outside the Jones Graduate School) are counted in the cumulative grade point average calculation.

Students with a cumulative grade point average lower than 3.00 at the end of any semester will be notified of dismissal and may no longer register for courses. A student who has been notified of dismissal may appeal to the Academic Standards Committee of the Jones Graduate School. The committee will decide, based on the circumstances of the appeal, whether the student (1) may resume studies on probation, (2) is to be suspended

for one semester or an academic year, or (3) is to be dismissed from the M.B.A. program.

Students proposing to return after a period of academic suspension must apply to the Academic Standards Committee and receive permission to be readmitted.

Only grades of C and higher are counted for credit toward graduation. If students receive a grade lower than C in a course required for graduation, they must repeat the course. If students receive a grade lower than C in an elective course, they need not repeat the specific course, but they must make up the hours.

Students may retake a failed course only once and then only if their cumulative grade point average is 3.00 or higher, or they have received the permission of the Academic Standards Committee to do so. Students who fail a course twice will be notified of dismissal. (Students may not take any course for which the failed course is a prerequisite until they pass the prerequisite course.)

Students on academic probation cannot be candidates for student offices, cannot graduate or drop courses, and must complete all future courses with a grade of C or above. Students are removed from probation only upon achieving a cumulative grade point average of at least 3.00 at the end of the following semester of work.

Students who have completed the required number of hours for the M.B.A. degree, the joint M.B.A./master of engineering degrees, or the joint M.B.A./M.D. degree, but who have a cumulative grade point average lower than 3.00, are dismissed without graduation. If, in an appeal to the Academic Standards Committee, a student can substantiate a claim of extenuating circumstances, i.e., those beyond the student's control, the student will be permitted to take additional course work at the university within the next year to raise his or her grade point average to 3.00.

Professional Standards. M.B.A. students are held to the high standards of professional conduct expected of managers—standards substantially exceeding those expected of them simply as students. Students may be dismissed or suspended for failure to meet professional standards, as defined in the University Code of Conduct. The dean may place a student on disciplinary probation for unacceptable conduct, giving oral and written notice that future misconduct will lead to filing of specific charges. (This probationary notice, however, is not required as a precondition for filing specific charges.)

Academic Regulations

Grading Policy

For All Courses:

- The grade of A+ should be given only as an exceptional grade reflecting extraordinary achievement by a student.
- Only grades of C and higher are counted for credit toward graduation. If students receive a grade lower than C in a (core) course required for graduation, they must repeat the course. If students receive a grade lower than C in an elective course, they need not repeat the specific course, but they must make up the hours.
- Grades are considered final and are rarely, if ever, changed for any reason other than calculation errors.
- Jones School students may not take courses pass/fail to count toward their degree requirements.
- Jones School students may audit course with departmental approval. The course will not count towards the M.B.A. or appear on the transcript.

For Core Courses:

- No more than half of all grade assigned by an instructor may be an A- or above.
- A course GPA (combining multiple sections where necessary) between 3.30 and 3.50 should be used as a “target” for assigning grades.
- Instructors in multi-section courses should coordinate the assignment of final grades such that they reflect a consistent grading philosophy for the overall course.

For Elective Courses:

- Regardless of class size, instructors “target” the course GPA (combining multiple sections where necessary) to fall between 3.50 and 3.80.
- To the extent that such course exists, instructors in multi-section electives should coordinate the assignment of final grade such that grades reflect a consistent grading philosophy for the overall course.

Guidelines to Students for Appeal Letter Upon Academic Dismissal

The Process. Students who wish to appeal a dismissal should address the following issues in their letter to the Academic Standards Committee. Send to Dr. Stephen Zeff. Appeals must be submitted in writing.

- What circumstances led to your academic performance last semester and to what degree were those circumstances beyond your control?
- If your performance in a particular course(s) last semester was sub par, describe any circumstances specific to that course which explain your performance.
- Do you expect the circumstances that created the problems for you last semester to change next semester? If so, how?

You may include any other information that you deem relevant in your appeal letter.

Timing. Time is of the essence in the appeal process because classes start immediately after the grades are distributed in January. Inform the director of the M.B.A. program (by e-mail or a written note, please) immediately of your intention if you wish to appeal. Submit your letter to the committee with expedience (within the first week of classes, if not sooner). Grades are considered final and are rarely, if ever, changed for any reason other than calculation errors. If you plan to appeal, attend your classes in January without registering. It will be important for you to keep up in your courses during the appeal process. If your appeal is accepted, you may register later with a letter from the M.B.A. program office.

Confidentiality. Your academic performance is confidential. The privacy of this information is protected by law. This office will not disclose your status to students, faculty, or staff (apart from the Academic Standards Committee and certain staff on a need-to-know basis) or to anyone outside of Rice. A probation, suspension, or dismissal does not show up on your official Rice transcript.

Grade Appeal Policy

The procedure below outlines the process by which a student may appeal a grade in a course.

1. The student should first pursue any grading question with the professor following whatever formal or informal process the professor has outlined for the course.
2. If the matter is not resolved in step 1 above, the student must file a written appeal to the professor and send a copy to the M.B.A. program director. This written appeal must be filed no later than 45 days after the last day of finals for the module (mini-semester) in which the course was offered.

3. The professor must schedule a meeting with the student within two weeks of receiving the written appeal to discuss the appeal with the student further. Notice of the appeal time and date will be provided by the professor to the M.B.A. (M.B.A./E.) program director.
4. If step 3 does not resolve the issue to the satisfaction of both parties, the student may appeal to the Dean's Advisory Committee by sending a written notice describing the grounds for the appeal within 2 weeks of the date of the scheduled meeting in 3.
5. The Dean's Advisory Committee will seek out information on the appeal from the professor and the student and at its discretion hold a hearing to further consider the matter. The decision of the Dean's Advisory Committee will be rendered within 6 weeks of receiving a written notice of appeal (step 4).
6. Appeals beyond the Jones Graduate School of Management must follow procedures outlined in this handbook.
7. In the event that the protested grade is necessary for the student to graduate, an accelerate schedule will be followed.

Drop/Add Policy

If student is taking a ONE MODULE class:

- May drop/add a class without penalty during the **first week** of class with director of M.B.A. program's approval;
- Must attend first class, and may not miss more than **one class** during the first week of class;
- Must obtain director of M.B.A. program and instructors' permission to add class after the first week;
- May not drop courses after the first week of class

If student is taking a TWO MODULE class:

- May drop/add a class without penalty during the **first week** of class with director of M.B.A. program's approval;
- Must attend first class, and may not miss more than **two classes** during the first two weeks of class;
- Must obtain director of M.B.A. program and instructors' permission to add class after the second week;
- May not drop courses after the second week of class;
- Students may be charged drop/add fees by the registrar's office after the first week of class;
- Students may not drop courses where the honor council has ruled a loss of credit;
- Students who drop courses after the first week but before the deadline noted above are charged for each drop/add form submitted according to the following fee schedule:

Week 2.....\$10

If student is taking a THREE MODULE class:

- May drop/add a class without penalty during the **first week** of class with director of M.B.A. program's approval;
- Must attend first class, and may not miss more than **three classes** during the first two weeks of class
- Must obtain director of M.B.A. program and instructors' permission to add class after the second week;
- May not drop courses after the third week of class;
- Students may be charged drop/add fees by the Office of the Registrare after the first week of class;

- Students may not drop courses where the honor council has ruled a loss of credit;
- Students who drop courses after the first week but before the deadline noted above are charged for each drop/add form submitted according to the following fee schedule:

Week 2.....\$10

Week 3.....\$15

Independent Study

Minimum Hours Requirement. Each 1-unit credit for independent study should contain approximately as much time content as a 1-module course at JGSM, which is 12 hours of class time, plus an average of at least 24–36 outside-class hours, for a minimum total of 36–48 hours of work. Most independent study projects can probably be accommodated in a 1- or 2-unit independent study; 3-unit independent study projects should be less frequent. Occasionally, a group independent study project may arise, though most independent studies will be undertaken by individual students.

The number of credits for an independent study should be negotiated at the beginning of a project. Increases to the number of project credit hours after the project overview has been filed with the M.B.A. program office must be approved by the Academic Standards Committee. The committee will rely on input from sponsoring faculty in making its decision about ex post credit increases. Requests to increase the number of project credit hours must be made before the end of the second week of classes in the module in which the project begins, except when a student is in their last semester, in which case such requests must be made before the end of the second week of the semester.

Restrictions. No student may take more than 3 credit hours of independent study without the approval of the Academic Standards Committee.

Independent study projects are work for academic credit, not for hire. Students may not earn credit for paid research assistance.

Independent study projects may not duplicate existing courses, or portions thereof. Independent study projects may not focus on topics or projects available to the student through the established curriculum. Questions regarding whether an independent study duplicates existing coursework available to a specific student should be addressed to the M.B.A./E. program director; appeals to the program director's decision will be sent to the Academic Standards Committee.

Faculty Sponsorship. Independent study projects are normally sponsored only by full-time JGSM faculty. Students wishing for sponsorship by an adjunct faculty member must submit a project overview to the Academic Standards Committee and obtain the committee's approval, before the module(s) in which the project is to begin.

Common Requirements. The goal of independent study projects is to advance or deepen a student's knowledge or competency in a business discipline or activity.

To facilitate these goals, independent study projects generally fall into two broad categories: (1) directed reading and study resulting in a research paper, or (2) an experiential or hands-on project resulting in an outcome such as an empirical analysis or a webpage/site with an executive summary of the "deliverable."

While the content of individual independent study projects are at the discretion of a student and the sponsoring faculty member, JGSM would like to ensure relatively equal workloads per unit of independent study credit, and some common requirements between independent study projects. To that end, students and/or sponsoring faculty should:

1. Prepare and submit to the M.B.A. program office an overview of the independent study project with number of project credits, anticipated final results and a broad timeline of anticipated project milestones.
2. Meet to discuss the project, after the initial agreement on the project scope, at least once every 2–3 weeks.
3. Prepare a final paper (in the case of directed reading and research projects), or complete a concrete deliverable (for example, a completed webpage, computer program, survey results, empirical analyses, etc.) together with an executive summary of the project (in the case of experiential projects).
4. File a copy of each student's final paper, or executive summary, with the M.B.A. program office.

Class Attendance Policy

Students are expected to be in class on the first day of each module. The faculty reserves the right to exclude students from their courses who do not show up on the first day. For special circumstances, see faculty and/or director of M.B.A. program immediately.

Withdrawal Policy

A Jones School student may voluntarily withdraw from school at any time. Rice University applies a sliding scale to tuition and fees, so early action to withdraw saves money.

Jones School Student Handbook

Generally, the Jones School adheres to the academic regulations of Rice University. However, the Jones School has unique policies and procedures that vary from the Office of Graduate Studies regarding, but not limited to, leave of absence, withdrawals and readmission, drop/add, academic discipline, dismissal, procedures for resolution of problems, and appeal of academic regulations. All Jones School students are responsible for adhering to policies and procedures listed in the *Jones School Student Handbook* given to students during pre-term. A copy of the handbook may also be obtained from the M.B.A. program office.

Financial Aid

Financial assistance by the Jones Graduate School is awarded only for a given semester or year. Continuation of assistance depends upon satisfactory academic performance, professional behavior, and availability of funds. Academic or disciplinary probation, suspension, or more than three grades below B- result in the removal of all forms of school financial assistance, whether scholarship, loan, or employment. Scholarships are awarded for a combination of need and academic merit.

See ACCO and MGMT in the Courses of Instruction section.