

MANAGEMENT

THE JESSE H. JONES GRADUATE SCHOOL OF MANAGEMENT

DEAN

William H. Glick

ASSOCIATE DEAN OF FACULTY AFFAIRS

Jeff Fleming

ASSISTANT DEAN OF DEGREE PROGRAMS

Sean Ferguson

ASSOCIATE DEAN OF EXECUTIVE EDUCATION

William B. Lee

PROFESSORS

Bala G. Dharan

Jeff Fleming

Jennifer M. George

G. Anthony Gorry

George Kanatas

Vikas Mittal

H. Albert Napier

P. Seethu Seetharaman

Kingshuk Sinha

Ronald N. Taylor

Wilfred C. Uecker

Robert A. Westbrook

Gilbert R. Whitaker, Jr.

Edward E. Williams

Duane Windsor

Stephen A. Zeff

Jing Zhou

RESEARCH PROFESSORS

Robert Bixby

Marc J. Epstein

ASSOCIATE PROFESSORS

Shannon W. Anderson

Richard R. Batsell

Steven Currall

Paul Dholakia

Gustavo Grullon

Prashant Kale

Karen K. Nelson

Barbara Ostdiek

Amit Pazgal

Douglas A. Schuler

D. Brent Smith

James P. Weston

Yan Anthea Zhang

ASSISTANT PROFESSORS

Sharad Borle

Margaret Cording

Steven Crawford

Erik Dane

Nishad Kapadia

Haiyang Li

Evgeny Lyandres

Bradley Paye

Andrew Perkins

Richard A. Price III

Brian R. Roundtree

Siddharth S. Singh

Scott Sonenshein

Shane Underwood

Masahiro Watanabe

Sally K. Widener

Yuhang Xing

FULL-TIME LECTURERS

Sandra Elliott

Jill Foote

John Kimball Kehoe

Elizabeth O'Sullivan

Rick Schell

David Tobin

Gale Wiley

ADJUNCT PROFESSORS

John Baker

Marc L. Boom

Barbara White Bryson

Jerry E. Finger

Robert N. Flatt

Blair Garrou

Jack Gill

James Hackett

John K. Hannan

Terry Hemeyer

Ismael Hernandez

William B. Lee

Leo Linbeck III

J. Benton Mayberry

Marise Mikulis

Michael C. Morgan

Armand S. Shapiro

David C. Skinner

David Vance

Atul Varadhachary

Dan Watkins

PART-TIME LECTURERS

W. Clifford Atherton

John A. Baker

Shannon E. Connell

E. Scott Crist

H. Rad Eanes

John Elsenhans

Nancy Glass

John Hager

Lawrence Hampton

Winford Holland

Vincent Kaminski

Kenny Kurtzman

Robert Lesnick

Shahid Malik

James P. Mandel

Jerlyn Mardis

Connie L. Merrill

Charles Jay Morris

David Mueller

Dennis E. Murphree

Phaedon Papadopoulos

Bobbie Traber

V. Richard Viebig, Jr.

Steven E. Whitney

COURTESY APPOINTMENTS

Linda Driskill

Mikki Hebl

David Lane

DEGREES OFFERED: MBA, MBA/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 (MBA) 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 MBA from the Jones Graduate School of Management can be obtained via the daytime MBA program, the MBA for Professionals program, or the MBA for Executives program. The Executive and Professional MBA programs are designed for executives and working professionals who do not wish to interrupt their careers while they pursue MBA degrees. The Executive and Professional MBA programs feature similar content and the same faculty as the traditional 2-year MBA program but have a different delivery format. The MBA for Professionals program meets on Monday and Wednesday evenings. The Executive MBA program meets on alternating Friday and Saturdays.

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

A dual MBA/MD offered by the Jones Graduate School of Management 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 56–57). Applicants to the MBA 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.

The MBA and MBA for Professionals Program—Although the MBA and MBA for Professionals programs have 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.

MBA for Executives—In addition to meeting the standards for admission to the other MBA programs, students admitted to the executive program typically have at least 10 years of relevant work experience.

Joint MBA/Master of Engineering Program—To enter the dual 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, 3 letters of recommendation, the GRE, and the GMAT. Some engineering departments require advanced tests as well.

Dual MBA/MD Program—To enter this dual degree program, applicants must first be accepted by Baylor College of Medicine and apply separately to the Jones Graduate School. The MCAT is accepted rather than the GMAT. Two years of medical school are required before starting MBA classes.

DEGREE REQUIREMENTS FOR THE MBA PROGRAM

The MBA Program requires the completion 60 credits of course work over a two year period. Student must register for 15 credits of course work in all four semesters of residence and are not allowed to take more than 18 credits in any semester. The first year of the program is dedicated to core curriculum coursework; however, students have the option of taking one elective during the second semester of the first year. During the second semester of the first year, students participate in a team based Action Learning Project (ALP) in which they work at a company to solve a specific business problem. This project is the first year capstone learning activity; it allows students to apply and integrate all the management principles learned throughout the first year of the program in a practical setting. The second year of the program is dedicated to elective course work.

Areas of Interest— Students have the option of selecting up to 2 functional or professional concentration options. Concentrations include: accounting, entrepreneurship, energy, finance, global business, marketing, management consulting, and mastering creativity and innovation.

All registration and elective selection via drop/add is completed on-line through ESTHER (esther.rice.edu) and is the responsibility of the student to monitor and maintain his or her schedule and academic record. All schedule changes require the approval of the MBA program assistant director or a designee. The school, which must approve all courses, monitors the student registration process to ensure the correct sequence of required first-year courses for each entering class.

Waivers and Transfers of Credit—At its sole discretion, the school may allow students to transfer up to a maximum of 6 credits. 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.

DEGREE REQUIREMENTS FOR THE MBA FOR PROFESSIONALS PROGRAM

The MBA for Professionals degree requires completion of course work totaling 57 credits. The program is a lock-step progression in which students take required courses in sequence; students take 9 elective courses in their second year in order to fulfill their graduation requirements.

Areas of Interest—There are no formal elective concentrations in the MBA for Professionals program. Students may choose one 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 MBA program director and individual faculty members offer students advice on course selection.

All registration and elective selection via drop/add is completed on-line through ESTHER (esther.rice.edu) and is the responsibility of the student to monitor and

maintain his or her schedule and academic record. All schedule and changes require the approval of the MBA Program Office. The school, which must approve all courses, monitors the student registration process to ensure the correct sequence of required first-year courses for each entering class.

DEGREE REQUIREMENTS FOR THE MBA FOR EXECUTIVES PROGRAM

This degree requires completion of seven terms and five intensive learning weekends totaling 57 credit hours. Students take the required 1st year courses in lock-step progression and choose nine electives in the second year for a total program time of 22 months.

Areas of Interest—There are no formal elective concentrations in the MBA for Executives program. Students may choose one 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 MBA for Executives program director and individual faculty members offer students advice on course selection.

DEGREE REQUIREMENTS FOR JOINT MBA/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 1 academic year to complete, whereas the MBA requires 2. Joint-degree candidates, however, can fulfill requirements for both degrees in 2 academic years.

For the joint MBA/master of engineering degree, students must complete:

- At least 2 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 MBA program director.

DEGREE REQUIREMENTS FOR THE DUAL MBA/MD PROGRAM

Students may earn both MBA and MD degrees in 5 years. They divide their time as follows:

- Years 1 and 2—medical training at Baylor College of Medicine
- Year 3—1st year MBA core courses at Rice, plus a 3 credit healthcare management course in the spring semester. MBA/MD students are required to fill only one custom core class requirement.
- Year 4—MBA courses at Rice, 3 MBA elective credits and 12 credits of healthcare electives during the fall semester, and medical training at Baylor College of Medicine during the spring semester.

Students use the summer between the 3rd and 4th years to perform healthcare research programs or externships. Students receive their

MBA degree from Rice after they have completed 45 hours of approved management course work; they receive their MD 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 MBA 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 MBA 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 1 semester or an academic year, or (3) is to be dismissed from the MBA 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 if 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 MBA degree, the joint MBA/master of engineering degrees or the joint MBA/MD 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.

Jones School students may not take courses pass/fail to count toward their degree requirements. Jones School students may audit courses with departmental approval. The courses will not count toward the MBA, but will appear on the transcript.

Professional Standards—MBA 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.)

GUIDELINES FOR APPEALING ACADEMIC DISMISSAL

The Process—A student who wishes to appeal a dismissal should address the following issues in a letter to the Academic Standards Committee. The student must send the letter to the chairman of the Academic Standards Committee. The following questions should be answered in the appeal letter.

1. What circumstances led to your academic performance last semester and to what degree were those circumstances beyond your control?
2. If your performance in a particular course(s) last semester was below par, describe any circumstances specific to that course that explain your performance.
3. 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—Timing is critical in the appeals process because classes start immediately after the grades are distributed in January. The student must inform the director of the MBA/EMBA/PMBA program (by email or written note) immediately of the intention to appeal. The appeal letter to the committee must be filed expediently, within or sooner than the 1st week of classes. If a student plans to appeal, he/she should attend classes in January without registering. It is important to keep up in his/her studies during the appeal process. If his/her appeal is accepted, the student may register later with a letter from the MBA program office.

Grades are considered final and are rarely changed for any reason other than calculation errors.

Appeals—Appeals beyond the Academic Standards Committee must go to the dean of the Jones Graduate School, who may seek guidance from the Dean's Advisory Council. All decisions rendered by the dean are final.

Confidentiality—The Family Educational Rights and Privacy Act of 1974 and amendments govern the records of actions related to appeals.

GRADE APPEAL PROCESS

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

1. The student should 1st 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 director of the MBA/EMBA/PMBA program. This written appeal must be filed no later than 45 days after the last day of finals for the term (mini-semester) in which the course was offered.
3. The professor must schedule a meeting with the student within 2 weeks of receiving the written appeal to further discuss the appeal with the student.

Notice of the appeal time and date will be provided by the professor to the director of the MBA/EMBA/PMBA program.

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 step 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. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.
7. All decisions rendered by the Dean's Advisory Committee are final.
8. The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

ALP GRADE APPEAL POLICY FOR INDIVIDUAL STUDENT

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

1. The student must send a letter of intent to appeal the grade to the director of ALP. This written appeal must be filed no later than 30 days after the last day of term 4. A copy of the letter must be sent to the director of the MBA program.
2. The director of ALP must schedule a meeting with the student and director of the MBA program by the end of term 1 during the following year to discuss the appeal with the student further. The purpose of the meeting is to review with the student the basis for the individual grade. The director of ALP will provide the meeting time to the director of the MBA program.
3. Up until this time, all information relevant to the case is confidential. If the student desires to talk with the ALP faculty or ALP team members about the matter, this will require the student to waive confidentiality with respect to the matter of the downgrade status. The student must notify the director of ALP about his/her preference to waive confidentiality. Upon receiving the request to waive confidentiality from the student, the director of ALP will apprise all related parties that an appeal is under way, that they are not obligated to discuss the matter with the appealing student, and that their confidential peer evaluations have not been shared with the appealing student. The student must wait for permission from the director of ALP before contacting team members and/or faculty liaisons.
4. If step 2 does not resolve the issue to the satisfaction of both parties, the student may appeal to the director of ALP by sending a written notice describing the grounds for the appeal within 2 weeks of the date of the scheduled meeting in step 2. A copy of the letter must be sent to the director of the MBA program. The director of ALP will render a decision within 3 weeks of receiving the written notice.
5. 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 decision rendered by the director of ALP in step 3. A copy of

the letter must be sent to the director of ALP and the director of the MBA program.

6. 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).
7. All decisions rendered by the Dean's Advisory Committee are final.
8. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.
9. The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

ALP GRADE APPEAL POLICY FOR STUDENT TEAM

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

1. The student team must send a letter of intent to appeal the grade to all members of the faculty team. This written appeal must be filed no later than 30 days after the last day of term 4. All team members must sign the letter. A copy of the letter must be sent to the director of ALP and to the director of the MBA program.
2. The faculty team must schedule a meeting with the student team by the end of term 1 during the following year to further discuss the appeal with the student team. The professors will provide the meeting time to the director of ALP and to the director of the MBA program.
3. If the matter is not resolved in step 2 above, the student team must file a written appeal to the director of ALP within 2 weeks of the date of the scheduled meeting in step 2. All team members must sign the letter. The director of ALP must schedule a meeting with the student team within 2 weeks of receiving the written appeal to further discuss the appeal with the student team. The director of ALP will provide the meeting date to the director of the MBA program.
4. If step 3 does not resolve the issue to the satisfaction of both parties, the student team 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 step 3. All team members must sign the letter. A copy of the letter must be sent to the director of ALP and to the director of the MBA program.
5. The Dean's Advisory Committee will seek out information on the appeal from the professors, the director of ALP, and the student team 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). A copy of the decision must be sent to the director of ALP and to the director of the MBA program.
6. All decisions rendered by the Dean's Advisory Committee are final.
7. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.
8. The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

DROP/ADD POLICY AND PROCEDURES

Due to the unique term schedule by which the Jones School abides, MBA students have special procedures by which they follow to make schedule changes. The MBA Program Office has implemented an add/drop policy which allows students the opportunity to add/drop elective courses at various times throughout the semester. Below are the procedures for adding or dropping a course and students should contact the Assistant Director of the MBA Program for assistance.

All schedule changes must be approved by the Assistant Director of MBA Program prior to the add/drop deadline (either via email or in person) and before the student makes any schedule changes on ESTHER (esther.rice.edu/). All class rosters are updated in the MBA Program Office and sent to professors for enrollment counts and attendance records.

If student is taking a 1.5 CREDIT course:

1. A student may add/drop a class, including section changes for 2nd year core courses, with permission from the Assistant Director of MBA Program by the deadline for the 1.5 credit drop/add period for the appropriate term.
2. A student must attend the 1st class, and may not miss a class during the 1st week.
3. A student may not add or drop a course after the deadline (see add/drop deadlines below for the 2007–08 academic year).

If student is taking a 3 credit course:

1. A student may add/drop a class, including section changes for 2nd year core courses, with permission from the Assistant Director of MBA Program by the deadline for the 3.0 credit drop/add period.
2. A student must attend the 1st class and may not miss a class during the 1st week.
3. A student may not add or drop a course after the deadline.

2007–08 ADD/DROP DEADLINES

MBA – Fall 2007

Add/Drop Period	Term(s)	Credits
April 16–October 8, 2007	I & II	3.0
April 16– September 14, 2007	I	1.5
April 16–November 16, 2007	II	1.5
April 16–August 27, 2007	IA	0.75
April 16–November 28, 2007	IB	0.75

MBA – Spring 2008

Add/Drop Period	Term(s)	Credits
November 12–February 25, 2008	III & IV	3.0
November 12–February 4, 2008	III	1.5
November 12–April 7, 2008	IV	1.5

MBA-P – Fall 2007

Add/Drop Period	Term(s)	Credits
April 16–August 2, 2007	IX	1.5
April 16–September 14, 2007	X	1.5
April 16–November 16, 2007	XI	1.5
April 16–October 8, 2007	X & XI	3.0

MBA-P – Spring 2008

Add/Drop Period	Term(s)	Credits
November 12–February 25, 2008	XII & XIII	3.0
November 12–February 4, 2008	XII	1.5
November 12–April 7, 2008	XIII	1.5

All schedule changes must be submitted and approved by the Assistant Director of MBA Program no later than 5 PM of the add/drop deadline.

INDEPENDENT STUDY

Minimum Hours Requirement—Each 1-unit credit for independent study should contain approximately as much time content as a 1-credit 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. Independent study projects can be accommodated in increments of 1, 1.5, 2, or 3-unit independent study; 3-unit independent study projects should be less frequent. Credits will be apportioned based on the previously discussed ratio. 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 MBA 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 2nd week of classes in the term 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 2nd week of the semester.

Restrictions—No student may take more than 3 credit hours of independent study during the course of the degree program without the approval of the Academic Committee. If an independent study is proposed that would cause a student to exceed the 3 credit limit, the Academic Standards Committee will select 2 faculty members, other than the faculty member who will supervise the project, within the area most closely related to the study's academic content to review and approve the study. Independent study exceeding 3 credits in total should consider current policies restricting use of independent study as well as the incremental value of additional independent study in light of past independent studies. If the study does not align with any of the JGSM academic groups, the Academic Standards Committee will perform the review and make the final approval decision.

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

Faculty Sponsorship—Independent study projects normally are sponsored only by full-time JGSM faculty. Students wishing for sponsorship by a part-time

faculty member must submit a project overview to the Academic Standards Committee and obtain the committee's approval before the term(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 MBA 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 MBA program office.

Applications—Independent study applications are available for interested students to pick up in the MBA program office. Complete and approved applications are due to the MBA program associate by the 1st week of the term in which the project will be completed. The student will be registered for MGMT 700 independent study for the appropriate credit amount, only when the MBA program associate sends the approved application information to the registrar for processing.

CLASS ATTENDANCE POLICY

Students are expected to be in class on the first day of each term. 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 MBA 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 and Postdoctoral 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 preterm. A copy of the handbook also may be obtained from the MBA program office.

FINANCIAL AID

Financial assistance by the Jones Graduate School is awarded only for a given semester or year. Continuation of assistance depends on satisfactory academic performance, professional behavior, and availability of funds. Academic or disciplinary probation, suspension, or more than 3 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.