

BUSINESS

THE JESSE H. JONES GRADUATE SCHOOL OF BUSINESS

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Jeff Fleming

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ASSISTANT DEAN OF DEGREE PROGRAMS

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PROFESSORS IN THE

PRACTICE OF

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John Hund

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Nancy Sauer

David Skinner

Robert D. Ulrich

V. Richard Viebig, Jr.

Dan Watkins

COURTESY

APPOINTMENTS

Linda Driskill

Mikki Hebl

David Lane

DEGREES OFFERED: MBA, PHD

The Jesse H. Jones Graduate School of Business (JGSB) was established in 1974 through a gift from Houston Endowment, Inc. The JGSB offers a minor in business (BUSI) for undergraduate students, a master's of business administration (MBA) program for graduate students seeking to further their professional careers in business, and a PhD program for graduate students seeking careers in research and teaching.

BUSINESS MINOR

The business minor consists of six integrated courses designed to provide a strong foundation in the essential disciplines of business and to develop students' critical thinking and communication skills. All courses in the minor are taught by JGSB faculty. Rick Schell is the program director and advisor.

REQUIREMENTS FOR COMPLETING THE BUSINESS MINOR

Students must complete the following six courses:

- BUSI 296 *Business Communications*
- BUSI 305 *Financial Accounting*
- BUSI 310 *Leading People in Organizations*
- BUSI 343 *Financial Management*
- BUSI 380 *Marketing*
- BUSI 471 *Strategic Management*

Students may receive transfer credit for at most two of the six courses necessary to complete the minor. Students must earn a grade point average of at least 2.0 in the BUSI courses taken at Rice.

ADMISSION

BUSI courses are open to any undergraduate student who meets enrollment requirements, not just to students who have declared an intention to complete the minor, and to graduate students on a space-available basis. MBA-level courses (MGMT, MGMP, and MGMW) are not open to undergraduate students.

PREREQUISITES

Enrollment in most BUSI courses requires completion of instruction in economics and statistics. Students can satisfy these requirements by successfully completing STAT 280 and ECON 370 or by receiving permission from the program director. The program director will only approve requests for STAT 280 for students who have successfully completed an equivalent statistics course at Rice, and the program director will only approve requests for ECON 370 for students who have successfully completed ECON 211 at Rice.

BUSI 343 and BUSI 471 require completion of other BUSI courses. The program director will not approve requests to waive the prerequisites for these two courses.

See the course descriptions for details on prerequisites.

ENROLLMENT LOTTERY

Each section of BUSI 296 is capped at 30 students and each section of the other BUSI courses is capped at 60 students. All students who have fulfilled the relevant prerequisites may register for courses during the registration period. If a given course is oversubscribed, the JGSB will conduct a weighted lottery

to determine which students will be admitted to the course. The lottery will give greater preference to students who have successfully completed a greater number of BUSI courses and are closer to graduation.

DECLARATION OF THE BUSINESS MINOR

To declare the BUSI minor, students must bring a completed declaration form and transcript to the program director for review and signature. The form is available on Esther.

MBA PROGRAMS

The MBA degree can be obtained via the full-time 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 two-year MBA Program but have a different delivery format. The MBA for Professionals Program meets on an evening format or an alternating weekend format. The Executive MBA Program meets on alternating Friday and Saturdays.

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

A joint MBA/MD Program is offered by the JGSB and Baylor College of Medicine. This program 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.

MBA ADMISSION REQUIREMENTS

For general information, see Admission to Graduate Study (Graduate Students section, pages 2–3). 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 MBA Program 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 Programs—Although the MBA and MBA for Professionals Programs do not have specific prerequisite courses required 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.

MBA/Master of Engineering Program—To enter this dual degree program, applicants must be accepted by both the JGSB and the engineering department in which they wish to pursue graduate study. The program requires the JGSB application, three letters of recommendation, the GRE, and the GMAT. Some engineering departments require advanced tests as well.

MBA/MD Program—To enter this dual degree program, applicants must first be accepted by Baylor College of Medicine and apply separately to the JGSB. 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 of 60 credits of course work over a two-year period. Students 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 primarily dedicated to core courses in the basic functional areas of business. Students have the option of taking one elective course 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 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.

All registration and elective selection via drop/add is completed on-line through ESTHER (esther.rice.edu), and it 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 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.

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

Areas of Interest—Students have the option of selecting up to two functional or professional concentration options. Concentrations include: accounting, entrepreneurship, energy, finance, global business, marketing, management consulting, and mastering creativity and innovation. Concentrations typically consist of nine to 12 credit hours of course work. If a student completes two concentrations, a maximum of three credits can be shared between the two concentrations. Similarly, a custom core course can be counted toward the completion of a concentration only if the student has taken two other custom core courses which can be counted toward the custom core requirement. Specific concentration requirements for the 2009–10 academic year are located in the resource section for the MBA Program Office OwlSpace area.

DEGREE REQUIREMENTS FOR THE MBA FOR PROFESSIONALS PROGRAM

The MBA for Professionals Program is offered in two formats: an evening format and a weekend format. Both formats require the completion of 57 credits of course work over a two-year period. The program is a lock-step progression in which students take required courses in sequence; students must take at least

nine elective courses in the second year in order to fulfill their graduation requirements.

There are no formal elective concentrations in the MBA for Professionals Program. Students may informally pursue 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 Office 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 it 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 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

The MBA for Executives Program requires the completion of 57 credit of course work over a two-year period. The program is a lock-step progression in which students take required first-year courses in sequence; students must take at least nine elective courses in the second year in order to fulfill their graduation requirements.

There are no formal elective concentrations in the MBA for Executives Program. Students may informally pursue 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 THE MBA/MASTER OF ENGINEERING PROGRAM

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 MBA requires two. Joint-degree candidates, however, can fulfill requirements for both degrees in two academic years.

For the joint MBA/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

Students plan their course schedules in consultation with the engineering department in which they are enrolled and with the MBA Program Office.

DEGREE REQUIREMENTS FOR THE MBA/MD PROGRAM

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

- **Years 1 and 2**—medical training at Baylor College of Medicine
- **Year 3**—first-year MBA core courses at Rice, plus a three-credit healthcare management course in the spring semester. MBA/MD students are required to fulfill only one custom core class requirement.
- **Year 4**—Second-year MBA elective courses, including a three-credit healthcare management course at Rice in the fall semester, and medical training at Baylor College of Medicine in the spring semester.

Students use the summer between the third and fourth 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 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 JGSB) 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 JGSB. 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.

JGSB students may not take courses pass/fail to count toward their degree requirements. JGSB 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 chair 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?

Students also may include any additional information that they deem relevant in the 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 MBA/EMBA/PMBA Program director (by e-mail or written note) immediately of the intention to appeal. The appeal letter to the committee must then be filed expediently, within or sooner than the first 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.

Appeals—Appeals beyond the Academic Standards Committee must go to the dean of the JGSB, who may seek guidance from other constituents of the school. 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

Once a course grade has been assigned by an instructor, it is generally considered final and is rarely changed for any reason other than calculation errors. The procedure below outlines the process by which a student may appeal a course grade.

1. The student should first pursue any grading question with the instructor following whatever formal or informal process the instructor 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 instructor and send a copy to the MBA/EMBA/PMBA Program director or director of Student Services. 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 instructor must schedule a meeting with the student within two 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 instructor to the MBA/EMBA/PMBA Program director or director of Student Services.
4. If step 3 does not resolve the issue to the satisfaction of both parties, the student may appeal to the Academic Standards Committee by sending a written notice describing the grounds for the appeal within two weeks of the date of the scheduled meeting in step three.
5. The Academic Standards Committee will seek out information on the appeal from the instructor and the student and, at its discretion, hold a hearing to further consider the matter. The decision of the Academic Standards Committee will be rendered within six weeks of receiving a written notice of appeal (step 4).
6. Appeals beyond the Academic Standards Committee must go to the dean of the JGSB, who may seek guidance from other constituents of the school. All decisions rendered by the dean 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.

ALP GRADE APPEAL POLICY FOR AN 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 four. A copy of the letter must be sent to the director of the Student Services for the full-time MBA Program.
2. The director of ALP must schedule a meeting with the student and the director of Student Services for the full-time 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 Student Services for the full-time MBA Program.
3. Up until this time, all information relevant to the case is confidential. If the student desires to talk with 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 two weeks of the date of the scheduled meeting in step 2. A copy of the letter must be sent to the director of Student Services for the full-time MBA Program. The director of ALP will render a decision within three 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 Academic Standards Committee by sending a written notice describing the grounds for the appeal within two 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 Student Services for the full-time MBA Program.
6. The Academic Standards Committee will seek out information on the appeal from the director of ALP, ALP faculty, and the student and, at its discretion, hold a hearing to further consider the matter. The decision of the Academic Standards Committee will be rendered within 6 weeks of receiving a written notice of appeal (step 4).
7. Appeals beyond the Academic Standards Committee must go to the dean of the JGSB, who may seek guidance from other constituents of the school. All decisions rendered by the dean 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 A 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 four. 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 Student Services for the full-time MBA Program.
2. The faculty team must schedule a meeting with the student team by the end of term one of the following year to further discuss the appeal with the student team. The faculty team will provide the meeting time to the director of ALP and to the director of Student Services for the full-time 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 two 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 two 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 Student Services for the full-time MBA Program.

4. If step 3 does not resolve the issue to the satisfaction of both parties, the student team may appeal to the Academic Standards Committee by sending a written notice describing the grounds for the appeal within two 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 Student Services for the full-time MBA Program.
5. The Academic Standards Committee will seek out information on the appeal from the faculty team, the director of ALP, and the student team and, at its discretion, hold a hearing to further consider the matter. The decision of the Academic Standards 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 Student Services for the full-time MBA Program.
6. Appeals beyond the Academic Standards Committee must go to the dean of the JGSB, who may seek the guidance from other constituents of the school. All decisions rendered by the dean 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.

MBA ELECTIVE COURSE DROP/ADD POLICY AND PROCEDURES

Due to the unique term schedule followed by the JGSB's MBA Programs, MBA students have special procedures they must follow to make schedule changes. The MBA Program Office administers a drop/add policy which allows students to drop/add elective courses at various times throughout the semester. Below are the procedures for adding or dropping a course. Students should contact the MBA Program Office for assistance.

All schedule changes must be approved by the MBA Program Office prior to the drop/add 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 instructors for enrollment counts and attendance records.

If student is taking a 1.5 CREDIT course:

1. A student may drop/add a course, including section changes for second-year core courses, with permission from the MBA Program Office by the deadline for the 1.5 credit drop/add period for the appropriate term.
2. A student must attend the first class, and may not miss a class during the first week.
3. A student may not add or drop a course after the deadline (see add/drop deadlines below for the 2009–10 academic year).

If student is taking a 3 CREDIT course:

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

MBA ELECTIVE COURSE DROP/ADD DEADLINES: 2009–10

All schedule changes must be submitted and approved by the MBA Program Office no later than 5 p.m. of the drop/add deadline.

MBA – Fall 2009

Drop/Add Deadline	Term(s)	Credits
September 4, 2009	I	1.5
September 18, 2009	I & II	3.0
November 6, 2009	II	1.5

MBA – Spring 2010

Drop/Add Deadline	Term(s)	Credits
January 22, 2010	III	1.5
February 5, 2010	III & IV	3.0
March 26, 2010	IV	1.5

MBA For Professionals — Fall 2009

Drop/Add Deadline	Term(s)	Credits
August 10, 2009	P–I	1.5
September 4, 2009	I	1.5
September 18, 2009	I & II	3.0
November 6, 2009	II	1.5

MBA For Professionals — Spring 2010

Drop/Add Deadline	Term(s)	Credits
January 22, 2010	III	1.5
February 5, 2010	III & IV	3.0
March 26, 2010	IV	1.5

MBA COURSE REGISTRATION POLICY FOR NON-JGSB RICE UNIVERSITY STUDENTS

Graduate students from outside the JGSB may register for elective courses in the full-time MBA Program and the MBA for Professionals Program. To be eligible for a specific course, a student must be in good academic standing (3.0 GPA or above), have permission from the student's department advisor, and have satisfied the specified course prerequisites. In order to register for the course, the student should verify eligibility with the MBA Program Office and then request approval from the course instructor. Non-JGSB students may not register for elective courses in the MBA for Executives Program or core (required) courses in any of the school's MBA Programs.

Rice undergraduate students are not allowed to register for any MBA-level courses (MGMT, MGMP, or MGMW) offered at the JGSB.

INDEPENDENT STUDY

Minimum Hours Requirement—Each credit of independent study should contain approximately as much time content as a one-credit course at JGSB, 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 ratio provided above. 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 second 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 second week of the semester.

Restrictions—No student may take more than three credit hours of independent study during the course of the MBA Program without the approval of the Academic Standards Committee. If an independent study is proposed that would cause a student to exceed the three credit limit, the Academic Standards Committee will select two 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 three 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 JGSB 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 JGSB 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 Web page/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, the JGSB 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 two to three 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 Office by the first 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 Office sends the approved application information to the Office of the Registrar for processing.

CLASS ATTENDANCE POLICY

Students are expected to be in class on the first day of each term. The instructor reserves the right to exclude a student from their course who is absent on the first day. For special circumstances, students should see the instructor and/or the MBA Program Office immediately.

WITHDRAWAL POLICY

A JGSB 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 MBA STUDENT HANDBOOK

Generally, the JGSB adheres to the academic regulations of Rice University. However, the JGSB's MBA Program 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 JGSB students are responsible for adhering to policies and procedures listed in the *JGSB MBA 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 from JGSB 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 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.

PHD IN BUSINESS

The Jones Graduate School of Business's PhD program is designed for candidates with outstanding intellectual abilities and a strong commitment to

research. The goal of the PhD program is to train students for academic careers focused on cutting-edge, rigorous research and teaching in a business school environment. Applicants to the PhD program must hold a four-year bachelor's degree from an accredited institution. A master's degree and work experience are not required for PhD admission.*

Degree Requirements for PhD in Business—For general university requirements, see Graduate Degrees (Graduate Students section, pages 3–4). For program details, see the *PhD Program Guide* distributed by the JGSB. Admissions applications should include scores on the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). Full financial support will be provided to admitted doctoral students. Candidates for the PhD degree spend at least two years in full-time course work and at least two years writing the dissertation. Four to five years is a reasonable goal for completing the program. For the PhD, students must

- Complete a program of doctoral-level courses that is approved by the area faculty advisor. Students take courses from departments such as economics, psychology, statistics, and political science in addition to courses from JGSB.
- Complete and defend orally a doctoral dissertation setting forth in publishable form the results of original research.

* *While advanced degrees (e.g. masters) and prior work experience are taken into account in admission decisions, evidence of strong intellectual ability is of utmost importance.*

See BUSI, MGMP, MGMT, and MGMW in the Courses of Instruction section.