

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE, EXECUTIVE PROGRAM

Program Learning Outcomes for the MBA Degree

Upon completing the MBA degree, students will be able to:

1. Demonstrate an understanding and application of the foundational frameworks and tools of all business disciplines, including accounting, finance, marketing, operations management, organizational behavior, and strategic management.
2. Develop, evaluate, and implement complex business strategies and operational solutions holistically, integrating management principles across the functional areas.
3. Function effectively in a team setting both as a leader and a contributor.

Requirements for the MBA Degree, Executive Program

The MBA degree is a non-thesis master's degree. For general university requirements, please see [Non-Thesis Master's Degrees](https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-non-thesis-masters-degrees/) (<https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-non-thesis-masters-degrees/>). For additional requirements, regulations, and procedures for all graduate programs, please see [All Graduate Students](https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees/) (<https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees/>). Students pursuing the Executive MBA degree must complete:

- A minimum of 54 credit hours to satisfy degree requirements.
- A minimum of 30 credit hours of graduate-level study (graduate semester credit hours, coursework at the 500-level or above).
- A minimum of 24 graduate semester credit hours must be taken at Rice University.
- A minimum of 24 graduate semester credit hours must be taken in standard or traditional courses (with a course type of lecture, seminar, laboratory, lecture/laboratory).
- A minimum residency enrollment of four fall or spring semesters of full-time graduate study at Rice University.
- A maximum of 2 courses (6 graduate semester credit hours) from transfer credit. For additional departmental guidelines regarding transfer credit, see the [Policies](#) (p. 3) tab.
- A minimum overall GPA of 3.00 or higher in all Rice coursework.
- A minimum program GPA of 3.00 or higher in all Rice coursework that satisfies requirements for the non-thesis master's degree with a minimum grade of C (2.00 grade points) in each course.

The program is a lock-step progression in which students take required courses in sequence. The program includes four 5-day intensive executive forums that focus on leadership, strategy, critical decision-making and global management.

Students who register for a standard course load of 9-19 credit hours per semester are considered full-time students. All registration and

elective selection via add/drop is completed online through [ESTHER](https://esther.rice.edu/) (<https://esther.rice.edu/>). It is the responsibility of students to monitor and maintain their schedule and academic record.

The courses listed below satisfy the requirements for this degree program. In certain instances, courses not on this official list may be substituted upon approval of the program's academic advisor or, where applicable, the department or program's Director of Graduate Studies. Course substitutions must be formally applied and entered into Degree Works by the department or program's [Official Certifier](https://registrar.rice.edu/facstaff/degreeworks/officialcertifier/) (<https://registrar.rice.edu/facstaff/degreeworks/officialcertifier/>). Additionally, these course substitutions must be approved by the Office of Graduate and Postdoctoral Studies. Students and their academic advisors should identify and clearly document the courses to be taken.

Summary

Code	Title	Credit Hours
Total Credit Hours Required for the MBA Degree, Executive Program		54

Degree Requirements

Code	Title	Credit Hours
Core Requirements		
EMBA 911	EXECUTIVE SEMINAR I	1.5
EMBA 912	EXECUTIVE SEMINAR II	3
EMBA 913	EXECUTIVE SEMINAR III ¹	1.5
EMBA 914	EXECUTIVE SEMINAR IV	1.5
EMBA 922	MANAGING THE GLOBAL FIRM: STRATEGY	1.5
EMBA 991	EXECUTIVE FORUM I: STRATEGY AND LEADERSHIP FOUNDATIONS	3
EMBA 992	EXECUTIVE FORUM II: CRITICAL DECISION MAKING	3
EMBA 993	EXECUTIVE FORUM III: ENTERPRISE STRATEGY AND LEADERSHIP ¹	3
EMBA 994	EXECUTIVE FORUM IV	3
MGMT 801	FINANCIAL ACCOUNTING	3
MGMT 802	MANAGERIAL ACCOUNTING	1.5
MGMT 840	ECONOMICS FOR BUSINESS	3
MGMT 843	CORPORATE FINANCIAL MANAGEMENT	3
MGMT 874	OPERATIONS MANAGEMENT	1.5
MGMT 880	STRATEGIC MARKETING	3
MGMT 895	BUSINESS ANALYTICS	3
Elective Requirements ^{1,2}		
Select an additional 15 credit hours from departmental (MGMP or MGMT) course offerings at the 500-level or above		15
Total Credit Hours		54

Footnotes and Additional Information

¹ To fulfill the remaining requirements for the degree program, students must complete an additional 15 credit hours from departmental (MGMP or MGMT) course offerings at the 500-level or above to reach 54 total credit hours. (MGMT 703, MGMT 704, and MGMT 705 are *not* accepted as electives.) Electives are offered on the weekend schedule, the evening schedule, the hybrid schedule, and the daytime schedule. 9 credit hours (of the 15 credit hours of Elective Requirements) are to be completed during the 3rd semester of the student's program of study along with EMBA 913 and EMBA 993. Although the Jones Graduate School of Business offers a variety of courses for students to take as electives, students may wish to take courses from other departments at Rice University. Most courses offered outside of the Jones Graduate School of Business (MGMP or MGMT course offerings), will not count toward earned MBA hours, but students may petition for special permission if they believe the courses are applicable to their MBA. The petition process can be found by visiting the student program page at <https://jones.campusgroups.com/jgsbreg/about/>.

² Students participate in a required global experience during the second year of the program. Additional costs apply toward this global experience.

Areas of Specialization: MBA Degree, Executive Program

The Rice MBA program at the Jones Graduate School of Business offers ten (10) areas of specialization to students enrolled in the Executive MBA Program, but require significant schedule flexibility. Students interested in completing areas of specialization must be able to complete courses on the day, evening, and weekend schedules. Depending on a student's interest and desired area of specialization, students should consult Rice Business Academic Advising for assistance with elective course selection.

Completing an area of specialization is not required to complete the requirements for the MBA degree; it is optional. The MBA areas of specialization are provided below:

Area of Specialization: Accounting

This area of specialization focuses on a broad understanding of the use and importance of accounting information to decision makers within the firm and to external users of financial statements. It will provide a basic understanding of accounting principles and will serve to reinforce the fundamental concepts for the core, to provide additional insight into accounting processes and principles, and to enhance the ability to analyze and interpret accounting reports.

Area of Specialization: Energy

This area of specialization provides commercial acumen and leadership perspective to students with a technical background and develops their capability for taking additional responsibilities and higher-level management roles at companies in the energy sector. This is accomplished by engaging students in a curriculum that addresses three distinct, but inter-related, career paths which are widely regarded as conduits to leadership positions in energy industry midstream and upstream organizations: finance, operations, and product/customer focus.

Area of Specialization: Entrepreneurship

This area of specialization provides students a framework for being an entrepreneur. Courses will equip students with the tools and processes for starting a business and allow students to select specific entrepreneurial topics suited to their objectives.

Area of Specialization: Finance

This area of specialization provides students with a broad foundation in financial management principles and an opportunity for further specialization.

Area of Specialization: Healthcare

This area of specialization will provide students with an understanding of how management principles are interpreted and applied in the different inter-locking sectors (providers, hospitals/small practices, payers, pharmaceutical, biotechnology) of the healthcare industry, and how the different dynamics in these sectors make it uniquely healthcare.

Area of Specialization: Leadership

This area of specialization provides students with a broad understanding of leadership essential for all functional areas in companies, for companies of all sizes, in different industries, and at different developmental stages. It reinforces the fundamental concepts and frameworks from the core and provides the students with the opportunity to gain not only new insights, but also engage in thoughtful practices of leadership principles and processes in a wide variety of contexts that are complex and dynamic in terms of tasks performed and people involved.

Area of Specialization: Marketing

This area of specialization prepares students for careers in strategic marketing across a wide range of organizations, markets and industries. It provides critical knowledge for understanding and analyzing customers and emphasizes the development of requisite quantitative and conceptual skills to contribute to the firm's overall success. Among the career trajectories for which students will be prepared are product management, customer analytics and customer insights, and management consulting.

Area of Specialization: Operations Management

This area of specialization presents students with a framework for design, planning, control, coordination, and improvement of business processes, systems, and resources essential to meet consumers' needs. Instead of the technical engineering view of operations, the focus is on managing the business well.

Area of Specialization: Real Estate

This area of specialization prepares students for a career in the real estate industry. It introduces a series of basic business concepts commonly used in the real estate industry, and it covers in detail the application of the discounted cash flow model to real estate decisions. Additionally, it provides for both a depth and breadth of understanding of the industry.

Area of Specialization: Strategic Management

This area of specialization prepares students for careers in strategic planning, management consulting, and global business management across a variety of industries such as healthcare, energy, high technologies, consumer products, and professional services. It provides knowledge and analytic tools for students to understand why some companies are financially much more successful than others and to analyze how executives (at different levels) can devise a set of strategies and design processes that allow companies to achieve competitive advantage.

Policies for the MBA Degree, Executive Program

MBA Admission Requirements

Admission to the MBA degree program is open to students regardless of their undergraduate major, but the program is highly selective and admission is limited to those who perform with distinction as reflected across all areas of the application. A bachelor's degree (or equivalent) from an accredited undergraduate institution is required. Applicants participate in an interview by invitation as part of their admission requirements.

All applicants to the MBA degree program must submit the following:

- an online application and application fee
- scores from the Graduate Management Admission Test (GMAT),* the Graduate Record Examination (GRE),* GMAT Focus exam, or the Executive Assessment (EA)
- transcripts (or marksheets) from all degree-granting institutions**
- professional resume with complete work history or Curriculum Vitae (CV)
- essays
- one professional letter of recommendation; candidates may choose to submit two letters

Notes:

*A GMAT/GRE test waiver request may be submitted to determine eligibility to apply without test scores. Resumes and transcripts are necessary to submit this form.

**If an applicant completed schooling outside the US, a copy of the diploma certificate showing degree earned is also required.

MBA Degree, Executive Program

In addition to meeting the standards for admission to the other MBA programs, students admitted to the Executive MBA degree program typically have between 15-20 years of relevant work experience with 10 of those being at the management level.

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 overall 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 overall grade point average calculation.

Students with an overall grade point average lower than 3.00 at the end of any semester will be notified of academic standing. Students not meeting the 3.00 requirement will be provided specific instruction and guidance on the next steps specific to their academic situation. In some cases, students may submit an appeal to the JGSB Academic Standards Committee, requesting to be placed on academic probation. The committee reviews all academic cases, and may consult the dean's office for counsel and/or suggestions on proposed handling of the case. The committee will decide, based on the circumstances of the appeal, whether the student may resume studies on academic probation; is to be

academically suspended for one semester or an academic year; or is to be dismissed from the MBA program.

A student may be placed on conditional academic probation with conditions determined by the dean's office and approved by the chair of the Academic Standards Committee. Students on conditional academic probation must receive special approval to 1) seek association or club officer roles, 2) serve as a teaching assistant, 3) apply for learning experiences off-campus, including global and experiential learning, 4) hold a fall or spring internship, 5) apply for co-curricular opportunities including Leader as Coach or Rice Alliance treks.

Students are removed from academic probation only upon achieving an overall grade point average of at least 3.00.

Students on leave who are not in good academic standing who wish to return must submit an appeal to the Academic Standards Committee and be approved to resume studies. If permitted to return, the student will pay the current rate of tuition based upon the class of student they are joining.

Students proposing to return after a period of academic suspension must apply to the Academic Standards Committee and receive permission to be readmitted. If permitted to return, the student pays the current rate of tuition, based upon the cohort s/he is joining.

Only courses in which a grade of C or above is earned are counted for credit toward graduation. If students receive a grade below 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 credit hours. If the required course is not offered again prior to graduation, the student will be permitted to take the course the following academic year, but will be charged the current pro-rated tuition for the program in which the additional coursework is completed. Students may not take any course for which the failed course is a prerequisite until they pass the prerequisite course. Students who fail a course twice will be notified of dismissal.

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

Students who have completed the required number of hours for the MBA degree, the coordinated MBA/Professional Science Master's (PSM) degree program, or the MBA/MD dual degree program, but who have an overall grade point average below 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 can take additional coursework at the university within the next year to raise his or her grade point average to 3.00. Coursework completed outside of a semester when full tuition is paid is billed at the current pro-rated rate for the program in which the additional coursework is completed.

Professional Standards

MBA students are held to the highest 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 \(https://ga.rice.edu/graduate-students/rights-responsibilities/code-student-conduct/\)](https://ga.rice.edu/graduate-students/rights-responsibilities/code-student-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

specific charges. This probationary notice, however, is not required as a precondition for filing specific charges.

Scholarship continuation or reinstatement is not guaranteed for students who do not maintain continuous active status - and good academic and professional standing - at the Jones Graduate School of Business and Rice University. In cases where a student does not maintain active status, and/or does not maintain continuous good standing, students may need to request reinstatement of their scholarship. Scholarships may be discontinued for students who are on academic probation or receive university conduct sanctions (including suspension).

Student Alcohol Policy

The Jones Graduate School of Business Alcohol Policy (<https://alcoholpolicy.rice.edu/jones-school-business/>) and Rice University Alcohol Policy (<https://policy.rice.edu/848/>) apply to all faculty, staff, students, visitors, and alumni participating in any event that involves alcohol and is paid for with Rice University funds, occurs on Rice University property, or that is sponsored by a Rice University organization or club. The Jones School's Events and Venue Management team provides consultation on, and approval related to, the alcohol policy. No alcohol may be consumed by a student in a classroom (during a class) without the explicit advance permission of the instructor and without the instructor seeking appropriate advance approval from MBA program leadership.

Please note: The possession of open containers of alcoholic beverages and/or the consumption of alcoholic beverages is specifically prohibited in or near classrooms without advance approval.

Class Attendance Policy

Students are expected to be in class on the first day of each term. In Elective coursework, the instructor reserves the right to exclude from their course a student who is absent from the first scheduled class meeting. Students should refer to the specific attendance policy for each program. This information can be found in the Jones Graduate School of Business Student Handbook, which is referenced below. For special circumstances, students should see the Director of Advising in the Office of Academic Programs and Student Experience and the instructor.

Leave of Absence (LOA) Policy

Continuous enrollment between admission and the completion of the degree is the norm. In some cases, however, circumstances may compel a student to interrupt their studies temporarily. The Jones Graduate School of Business may grant students in the MBA Degree, Executive Program, Hybrid Program, Professional Program (Evening, Evening Extended, or Weekend), Full-Time Program a leave of absence for up to two semester (one year); or for students in the MBA Degree, Online Program (MBA@Rice), for up to four quadesters (one year). Leaves of absence may only be requested twice during the program. A leave of absence does not suspend or alter the 5-year time limit during which a student must earn the MBA.

Students should request to be approved for leave of absence (LOA) prior to the first day of class for the semester (or prior to the first day of class for the quadester, for students in the MBA Degree, Online Program (MBA@Rice)). Requests are reviewed and the student is notified of approval or non-approval. Students who are not in good academic standing (i.e., students whose GPA is below 3.00) are on "provisional LOA" and must petition the Academic Standards Committee to return to the program, prior to resuming their enrollment. Students who do not

return from LOA within one year must petition the Academic Standards Committee to return.

A leave of absence requested after the first day of class ("late LOA") is only considered in verified extreme or exceptional personal circumstances. Late LOAs result in W's (Withdrawals) on the transcript and are subject to the tuition refund schedule on the [Academic Calendar](https://registrar.rice.edu/calendars/) (<https://registrar.rice.edu/calendars/>) as of the request date. A student requesting a late LOA should expect to be on leave the following semester as well (or for students in the MBA Degree, Online Program (MBA@Rice) the following quadester). Students requiring a leave of absence for medical reasons should review the [Medical Leave of Absence](https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees/#medical-leave-of-absence) (<https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees/#medical-leave-of-absence>) policy for all graduate students.

A student who does not qualify for a late LOA may withdraw from the university at any point (subject to the tuition refund schedule on the [Academic Calendar](https://registrar.rice.edu/calendars/) (<https://registrar.rice.edu/calendars/>)).

Returning from a Leave of Absence (LOA)

MBA Degree, Executive Program, Hybrid Program, Professional Program (Evening, Evening Extended, or Weekend), Full-Time Program

Students must pay any unpaid balance prior to requesting to return from a leave of absence. Students who are requesting to return from a leave of absence must submit return requests no later than:

- **July 1** for Fall semester reinstatement
- **November 1** for Spring semester reinstatement
- **March 1** for Summer semester reinstatement

Students in the MBA Degree, Executive Program, Hybrid Program, Professional Program (Evening, Evening Extended, or Weekend), and Full-Time Program should contact mbaadvising@rice.edu to be advised of steps to return (including petition to return from provisional LOA or a leave of absence longer than one year).

MBA Degree, Online Program (MBA@Rice)

Students must pay any unpaid balance prior to requesting to return from a leave of absence. Students who are requesting to return from a leave of absence must submit return requests no later than:

- **May 15** for Summer Quadester reinstatement
- **August 15** for Fall Quadester reinstatement
- **November 15** for Winter Quadester reinstatement
- **February 15** for Spring Quadester reinstatement

Students in the MBA Degree, Online Program (MBA@Rice) should contact studentsuccess@onlinebusiness.rice.edu to be advised of steps to return (including petition to return from provisional LOA or leave of absence longer than one year).

Please note: International students should request to return from a leave of absence earlier than the dates listed above to ensure enough time to secure a new visa.

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 address the letter to the chair of the Academic Standards

Committee and submit it to mbaadvising@rice.edu. The following questions should be answered in the appeal letter. Students may also include any additional information that they deem relevant 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? If not, why?

Timing

The student must inform mbaadvising@rice.edu immediately of the intention to appeal. The appeal letter to the committee must be filed no later than the date stated in the dismissal letter (typically within one week of notification). If a student plans to appeal, he/she should attend classes while the appeal is pending. It is important to keep up with courses during the appeal process.

Appeals

Appeals beyond the Academic Standards Committee must go to the dean of the Jones Graduate School of Business, 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. Student appeals shall be limited to calculation errors or an alleged failure of the instructor to follow the grading norms set forth in the course syllabus. The procedure below outlines the process by which a student may appeal a course grade. Appeals to the Academic Standards Committee cannot be made until a course grade is assigned; grading questions concerning a particular assessment within the term should be addressed following whatever formal or informal process the instructor has outlined for the course (see step 1).

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 (via email) a written appeal to the instructor, copying the senior associate dean of degree programs. This written appeal must be filed no later than 30 days after the last day of finals for the term (mini-term) in which the course was offered. If the instructor feels further discussion is warranted based on the written appeal, the instructor may discuss the appeal with the student directly. Within two weeks of receiving the written appeal, the instructor should notify (via email) both the student and the senior associate dean of their opinion regarding the appeal.
3. If the issue is not resolved to the satisfaction of both the student and the instructor within two weeks of the student's written appeal in step 2, the student may appeal to the Academic Standards Committee by emailing a written notice to jgs-academic-standards@rice.edu describing the grounds for the appeal, copying the instructor and the

senior associate dean. This appeal must be sent within four weeks of the student's initial written appeal in step 2.

4. The Academic Standards Committee will consider the appeal based on information provided by the instructor and the student. At its discretion, the Committee may hold a hearing to further consider the matter. The decision of the Academic Standards Committee will be rendered within four weeks of receiving a written notice of appeal (step 3).
5. The decision rendered by the Academic Standards Committee is generally final, except for extraordinary cases in which there was a procedural error or major information omission in the steps above. 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.
6. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.

More information can be found in the in the [Dispute Resolution \(https://ga.rice.edu/graduate-students/rights-responsibilities/dispute-resolution/\)](https://ga.rice.edu/graduate-students/rights-responsibilities/dispute-resolution/) section for graduate students, including guidelines set forth by the Office of Graduate and Postdoctoral Studies (GPS). The Committee on Examinations and Standing (EX&S) has established faculty guidelines on grading. Additional information can be found in the [Faculty Grading Guidelines \(https://ga.rice.edu/faculty/grading-guidelines/\)](https://ga.rice.edu/faculty/grading-guidelines/) section.

The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

MBA Elective Course Add/Drop Policy and Procedures

Due to the unique term schedule followed by the Jones Graduate School of Business MBA programs, MBA students have special procedures they must follow to make schedule changes. The Jones Graduate School of Business Registrar Department administers an add/drop policy which allows students to add or drop elective courses at various times throughout the semester. For all elective courses, student may not add or drop a course after the deadline for the appropriate term.

Withdrawal Policy

A Jones Graduate School of Business student, participating in any offered program, may voluntarily withdraw from school at any time. Upon withdrawal, Rice University applies a sliding scale to tuition, which is noted in the university's [Academic Calendar \(https://registrar.rice.edu/calendars/\)](https://registrar.rice.edu/calendars/).

Jones Graduate School of Business Student Handbook

Generally, the Jones Graduate School of Business adheres to the academic regulations of Rice University. However, the Jones Graduate School of Business 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, add/drop, and academic dismissal. A copy of the handbook is available on Campus Groups (for all programs **except** the MBA Degree, Online Program, MBA@Rice).

Financial Aid

Jones Graduate School of Business scholarships are awarded at the point of admission and are based on the merit of the application. Financial assistance is generally awarded for one academic year at a time. Continuation of assistance depends on maintaining Satisfactory Academic Progress (SAP) in accordance with Academic and Professional Standards of performance, professional behavior, and is subject to the

availability of funds. Academic or disciplinary probation, suspension, or general failure to maintain academic progress may result in the removal of all forms of financial assistance (i.e. scholarships, Federal/State student loans, etc.). Students have the right to appeal the suspension of financial aid; all appeals will be reviewed by a committee.

Transfer Credit

For Rice University's policy regarding transfer credit, see [Transfer Credit \(https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees/#transfer\)](https://ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees/#transfer). Some departments and programs have additional restrictions on transfer credit. Requests for transfer credit must be approved for Rice equivalency by the appropriate academic department offering the Rice equivalent course (corresponding to the subject code of the course content) and by the Office of Graduate and Postdoctoral Studies (GPS). Students are encouraged to meet with their academic program's advisor when considering transfer credit possibilities.

Program Transfer Credit Guidelines

Students pursuing the MBA degree should be aware of the following program-specific transfer credit guidelines:

- No more than 2 courses (6 credit hours) of transfer credit from U.S. or international universities of similar standing as Rice may apply towards the degree.
- Core coursework must be completed at Rice University and at the Jones Graduate School of Business.

Additional Information

For additional information, please see the Jones Graduate School of Business website: <https://business.rice.edu/>.

Opportunities for the MBA Degree, Executive Program

Independent Study

Minimum Hours Requirement

Each credit of independent study should contain approximately as much time content as a one-credit course at Jones Graduate School of Business, 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 1.5 or 3.0 credit hours; 3.0 credit independent study projects are rarely approved. Occasionally, a group independent study project may arise, though most independent studies are undertaken by individual students.

The number of credits for an independent study must be determined at the beginning of a project. Increases to the number of project credit hours after the project overview has been filed with the Jones Graduate School of Business associate registrar 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.

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 3.0 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 3.0 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 Jones Graduate School of Business 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 work.

Faculty Sponsorship

Independent study projects normally are sponsored only by full-time Jones Graduate School of Business faculty; faculty typically sponsor projects only in their area of expertise. Students wanting 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 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 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, to ensure relatively equal workloads per unit of independent study credit and some common requirements across independent study projects, students and/or sponsoring faculty should:

1. Prepare and submit to the Jones Graduate School of Business associate registrar 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, 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 Jones Graduate School of Business associate registrar.

Applications

Independent study applications are available for interested students on Campus Groups. Completed independent study applications must be approved by the senior associate dean of academic affairs. Completed and approved applications are due to the Jones Graduate School of Business associate registrar 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 appropriate permissions have been obtained.

Additional Information

For additional information, please see the Jones Graduate School of Business website: <https://business.rice.edu/>.