MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE, FULL-TIME 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, 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 Full-Time MBA Degree Program

The MBA degree is a non-thesis master’s degree. For general university requirements, please see Non-Thesis Master’s Degrees (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 (ga.rice.edu/graduate-students/academic-policies-procedures/regulations-procedures-all-degrees). Students pursuing the full-time MBA degree program must complete:

- A minimum of 60 credit hours to satisfy degree requirements.
- A minimum residency enrollment of one fall or spring semester of full-time graduate study at Rice University.
- A Global Field Experience (during the first year of enrollment in the degree program).
- A maximum of 6 credit hours from graduate-level coursework as transfer credit. For additional program guidelines regarding transfer credit, see the Policies tab. Information regarding Exchange Program transfer credit can be found in the Student Handbook under Campus Groups.
- A minimum overall GPA of 3.00 in required coursework with a minimum grade of C (2.00 grade points) in each course.

Students who register for a standard course load of 9-18 credit hours per semester are considered full-time students. All registration and elective selection via add/drop is completed online through ESTHER (esther.rice.edu). It is the responsibility of the student to monitor and maintain his or her 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.) Students and their academic advisors should identify and clearly document the courses to be taken.

### Summary

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Total Credit Hours Required for the Full-Time MBA Degree Program</td>
<td>60</td>
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### Degree Requirements

#### Core Requirements

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>MGMT 501</td>
<td>FINANCIAL ACCOUNTING</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 502</td>
<td>MANAGERIAL ACCOUNTING</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 510</td>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 512</td>
<td>LEADING CHANGE</td>
<td>0.75</td>
</tr>
<tr>
<td>MGMT 540</td>
<td>MANAGERIAL ECONOMICS</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 543</td>
<td>FINANCE</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 560</td>
<td>CORPORATE SOCIAL RESPONSIBILITY</td>
<td>0.75</td>
</tr>
<tr>
<td>MGMT 570</td>
<td>COMPETITIVE AND INDUSTRY ANALYSIS</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 571</td>
<td>STRATEGY FORMULATION AND IMPLEMENTATION</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 574</td>
<td>OPERATIONS MANAGEMENT</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 580</td>
<td>MARKETING</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 594</td>
<td>STRATEGIC BUSINESS COMMUNICATION</td>
<td>0.75</td>
</tr>
<tr>
<td>MGMT 595</td>
<td>DATA ANALYSIS I</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 596</td>
<td>STRATEGIC BUSINESS COMMUNICATION II</td>
<td>0.75</td>
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<tr>
<td>MGMT 597</td>
<td>DATA ANALYSIS II</td>
<td>1.5</td>
</tr>
<tr>
<td>MGMT 710</td>
<td>LEADERSHIP ILE</td>
<td>0.75</td>
</tr>
<tr>
<td>MGMT 711</td>
<td>NEGOTIATIONS ILE</td>
<td>0.75</td>
</tr>
<tr>
<td>MGMT 789</td>
<td>GLOBAL FIELD EXPERIENCE</td>
<td>1.5</td>
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</tbody>
</table>

#### Custom Core Courses:

Select 2 courses from the following:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 503</td>
<td>MANAGEMENT CONTROL</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 541</td>
<td>ECONOMIC ENVIRONMENT OF BUSINESS</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 561</td>
<td>BUSINESS-GOVERNMENT RELATIONS</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 599</td>
<td>ACTION LEARNING PROJECT</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 621</td>
<td>THE NEW ENTERPRISE</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 721</td>
<td>BUSINESS LAW</td>
<td>3</td>
</tr>
</tbody>
</table>

#### Elective Requirements

Select an additional 27-30 credit hours from departmental (MGMP, MGMT, or MICO) course offerings at the 500-level or above to reach 60 total credit hours.

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<td>Total Credit Hours</td>
<td>60</td>
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### Footnotes and Additional Information

1. The first year of the program is primarily dedicated to core courses in the basic functional areas of business.
The Rice MBA program at the Jones Graduate School of Business offers major concentrations to students enrolled in the full-time MBA program. The goal of a major concentration is to provide students with the ability to demonstrate functional, professional, or industry expertise in a particular area of interest within a general management program. Major concentrations are revised annually and students are encouraged to contact the Jones Graduate School associate registrar for additional information.

Students have the option of selecting up to 2 functional or professional major concentrations. Completing a major concentration is not required to complete the requirements for the MBA degree; it is optional. Students must officially declare the major concentration through the Jones Graduate School of Business associate registrar.

Major concentrations typically consist of 9 to 12 credit hours of coursework. If a student completes 2 concentrations, a maximum of 3 credit hours can be shared between the 2 concentrations. Similarly, a custom core course listed in the Core Requirements above can be counted toward the completion of a concentration only if the student has taken 3.0 credit hours of custom core which can be counted toward the custom core requirement. Specific concentration requirements for the academic year are available on Campus Groups. Students should know that the classes listed will likely not be offered each semester, and that the course offerings are subject to change. Students should see courses.rice.edu to review the course offerings each semester.

**Major Concentration: Accounting**

The major concentration in Accounting provides a broad understanding of the use and importance of accounting information to decision makers within the firm and to external users of financial statements. The core financial and management accounting courses provide a basic understanding of accounting principles. Completion of the concentration in accounting 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.

**Major Concentration: Energy**

The major concentration in Energy 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.

**Major Concentration: Entrepreneurship**

The major concentration in Entrepreneurship provides students a framework for being an entrepreneur. The required courses equip students with the tools and processes for starting a business. The remaining courses allow students to select specific entrepreneurial topics suited to their objectives.

**Major Concentration: Finance**

The major concentration in Finance provides students with a broad foundation in financial management principles and an opportunity for further specialization. Students are required to complete the primary finance electives in the MBA program and Financial Statement Analysis. Students supplement these foundational courses with at least two specialized courses from a list of approved offerings.

**Major Concentration: Health Care**

The focus of the major concentration in Health Care is to 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 health care industry, and how the different dynamics in these sectors make it uniquely health care.

**Major Concentration: Marketing**

The major concentration in Marketing 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.
Major Concentration: Operations Management
The major concentration in Operations Management 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.

Major Concentration: Real Estate
The major concentration in Real Estate prepares students for a career in the real estate industry. The required course 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. The elective courses provide for both a depth and breadth of understanding of the industry.

Major Concentration: Strategic Management
The major concentration in Strategic Management prepares students for careers in strategic planning, management consulting, and global business management across a variety of industries such as health care, 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 Programs

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 access is limited to those who have performed with distinction across all areas of the application. A bachelor's degree (or equivalent) from an accredited undergraduate institution is required. Selected applicants will be interviewed by invitation only.

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) or the Graduate Record Examination (GRE)*
- transcripts from all previously-attended and/or degree-granting institutions
- resume with complete work history
- essays
- letter(s) of recommendation

*Note: Scores from the TOEFL, PTE, or IELTS are also required for international applicants, whose undergraduate degree was from an institution where the primary language of instruction was not English.

MBA/Master of Engineering Program
To enter this coordinated degree program, applicants apply separately and be accepted by both the Jones Graduate School of Business and the engineering department in which they wish to pursue graduate study. The program requires the Jones Graduate School of Business application, one letter of recommendation, if it is from the applicant's direct supervisor, (otherwise two letters of recommendation), and the GMAT or GRE.

MBA/Professional Science Master's Program
To enter this coordinated degree program, applicants must be accepted by both the Jones Graduate School of Business and one of the following Weiss School of Natural Sciences Professional Science Master's (PSM) programs: Environmental Analysis, Nanoscale Science, Space Studies or, Subsurface Geoscience. The program requires the Jones Graduate School of Business application, one letter of recommendations if from the applicant's direct supervisor (otherwise two letters of recommendation are required), and the GMAT or GRE.

MBA/Doctor of Medicine (MD) Program
To enter this coordinated degree program, applicants must first be accepted by Baylor College of Medicine and apply separately to the Jones Graduate School of Business. The MCAT is accepted rather than the GMAT or GRE, but the GMAT or GRE is required for scholarship consideration. Three years of medical school are recommended before starting MBA classes.

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 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.

Students proposing to return after a period of academic suspension must follow the appropriate procedures outlined in the General Announcements by the Office of Graduate and Postdoctoral Studies to receive permission to be readmitted. If permitted to return, the student will pay the current rate of tuition, based upon the class of students s/he is joining.

Only courses in which a grade of C or above is earned will be 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 on academic probation must complete all future courses with a grade of C or above and may be considered candidates for student offices by permission only. Students are removed from probation only upon achieving an overall grade point average of at least 3.00.
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 will not count toward the MBA, but will appear on the transcript.

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 (qa.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.

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. 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 Student Program Office and the instructor.

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.

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 may include any additional information they deem relevant in the appeal letter.

Timing
If the student intends to appeal, the letter to the committee must be filed within two weeks after receiving a dismissal letter. If a student plans to appeal, he/she should continue to attend classes. It is important to keep up with studies during the appeal process. If the appeal is accepted, the student may continue progress towards the completion of their degree.

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 other than calculation or transcription 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 the 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 senior associate dean of degree programs. This written appeal must be filed no later than two weeks after the final grade for a course was assigned.
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 senior associate dean of degree programs.
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 3.
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 4 weeks of receiving a written notice of appeal (step 4).
6. 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.
7. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.

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/drop elective courses at various times throughout the semester. For all elective courses, student may not add/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 posted on the Rice Office of the Registrar website (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.
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 one academic year at a time. Continuation of assistance depends on 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 pace will result in the removal of all forms of financial assistance (i.e. scholarship, employment, Federal/State student loans, etc.). Students have the right to appeal the suspension. All appeals will be reviewed by a committee.

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

Opportunities for the MBA Degree Programs
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 1.0, 1.5, 2.0, 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/ MGMT 800 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/