

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE, PROFESSIONAL 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, Professional 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/). The Jones Graduate School of Business offers the MBA for Professionals program in three formats. These programs cover the same content, but are offered at different times and over different periods.

Students choose a program based on life-style preference and professional and personal commitments. The current three formats are:

- [MBA for Professionals, Evening Program \(p. 1\)](#), **or**
- [MBA for Professionals, Weekend Program \(p. 2\)](#), **or**
- [MBA for Professionals, Evening Extended Program \(p. 2\)](#)

MBA for Professionals, Evening Program

The MBA for Professionals Evening Program consists of a 22-month, lock-step curriculum delivered in four consecutive semesters over a two-year period. Students pursuing the MBA for Professionals Evening Program must complete:

- A minimum of 54 credit hours as listed below to satisfy degree requirements.
- A Global Field Experience (during the first year of enrollment in the degree program).
- A minimum overall GPA of 3.00 in required coursework and with a minimum grade of C (2.00 grade points) in each course.

Summary

Code	Title	Credit Hours
Total Credit Hours Required for the MBA for Professionals Evening Program		54

Degree Requirements

Code	Title	Credit Hours
Core Requirements ¹		
MGMP 500	PMBA LAUNCH ²	1.5
MGMP 501	FINANCIAL ACCOUNTING	3
MGMP 502	MANAGERIAL ACCOUNTING	1.5
MGMP 510	ORGANIZATIONAL BEHAVIOR	1.5
MGMP 511	ORGANIZATIONAL CHANGE	0.75
MGMP 540	MANAGERIAL ECONOMICS	1.5
MGMP 543	FINANCE	3
MGMP 560	CORPORATE SOCIAL RESPONSIBILITY ²	0.75
MGMP 570	COMPETITIVE STRATEGY	1.5
MGMP 571	STRATEGY FORMULATION AND IMPLEMENTATION	1.5
MGMP 574	OPERATIONS MANAGEMENT	1.5
MGMP 580	MARKETING	3
MGMP 594	STRATEGIC BUSINESS COMMUNICATION I ²	0.75
MGMP 595	DATA ANALYSIS	3
MGMP 596	STRATEGIC BUSINESS COMMUNICATION II ²	0.75
MGMP 708	LEADERSHIP ILE ²	1.5
MGMP 709	NEGOTIATIONS ILE ²	1.5
MGMP 798	STRATEGIC MANAGEMENT SIMULATION	1.5
MGMP 799	STRATEGY CONSULTING LAB	3
Global Field Experience Requirement		
MGMP 789	GLOBAL FIELD EXPERIENCE ³	3
Custom Core Courses		
Select 1 from the following:		1.5
MGMT 541 / MGMP 541 / MGMW 541	ECONOMIC ENVIRONMENT OF BUSINESS	
MGMT 561 / MGMP 561 / MGMW 561	BUSINESS-GOVERNMENT RELATIONS	
Elective Requirements ⁴		
Select an additional 16.5 credit hours from departmental (MGMP, MGMT, or MICO) course offerings at the 500-level or above		16.5
Total Credit Hours		54

Footnotes and Additional Information

- ¹ Required first year classes are offered during the week from 6:15pm to 9:30pm predominantly on Monday and Wednesday evenings.

² MGMP 500, MGMP 560, MGMP 594, MGMP 596, MGMP 708, MGMP 709 are taken for a Satisfactory/Unsatisfactory grade and must be completed with a Satisfactory grade. As S/U courses, they do not apply to the requirement of a minimum grade of C (2.00 grade points) in each required course.

³ Students participate in a required global field experience during the first year of enrollment in the degree program. Additional costs apply towards this global experience.

⁴ 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. If students wish to apply courses that are offered outside of the Jones Graduate School of Business (MGMP, MGMT, or MICO course offerings), the student must obtain permission from the Jones Graduate School of Business registrar department. Electives are offered on the evening schedule, the weekend schedule, and the daytime schedule.

MGMW 706	LEADERSHIP	1.5
MGMW 709	NEGOTIATIONS	1.5
MGMW 798	STRATEGIC MANAGEMENT SIMULATION	1.5
MGMW 799	CAPSTONE STRATEGY CONSULTING LAB	3

Global Field Experience Requirement

MGMP 789	GLOBAL FIELD EXPERIENCE ³	3
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Custom Core Courses

MGMW 541	ECONOMIC ENVIRONMENT OF BUSINESS	1.5
or MGMT 561	BUSINESS-GOVERNMENT RELATIONS	

Elective Requirements ⁴

Select an additional 16.5 credit hours from departmental (MGMP, MGMT, or MICO) course offerings at the 500-level or above		16.5
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Total Credit Hours		54
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MBA for Professionals Weekend Program

The MBA for Professionals Weekend Program consists of a 22-month, lock-step curriculum delivered in four consecutive semesters over a two-year period. Students pursuing the MBA for Professionals Weekend Program must complete:

- A minimum of 54 credit hours as listed below to satisfy degree requirements.
- A Global Field Experience.
- A minimum overall GPA of 3.00 in required coursework and with a minimum grade of C (2.00 grade points) in each course.

Summary

Code	Title	Credit Hours
Total Credit Hours Required for the MBA for Professionals Weekend Program		54

Degree Requirements

Code	Title	Credit Hours
Core Requirements ¹		
MGMW 500	PMBA LAUNCH ²	1.5
MGMW 501	FINANCIAL ACCOUNTING	3
MGMW 502	MANAGERIAL ACCOUNTING	1.5
MGMW 510	ORGANIZATIONAL BEHAVIOR	1.5
MGMW 511	ORGANIZATIONAL CHANGE	0.75
MGMW 540	MANAGERIAL ECONOMICS	1.5
MGMW 543	FINANCE	3
MGMW 560	CORPORATE SOCIAL RESPONSIBILITY	0.75
MGMW 570	COMPETITIVE STRATEGY	1.5
MGMW 571	STRATEGY FORMULATION AND IMPLEMENTATION	1.5
MGMW 574	OPERATIONS MANAGEMENT	1.5
MGMW 580	MARKETING	3
MGMW 594	STRATEGIC BUSINESS COMMUNICATION I ²	0.75
MGMW 595	DATA ANALYSIS	3
MGMW 596	STRATEGIC BUSINESS COMMUNICATION II ²	0.75

Footnotes and Additional Information

- ¹ Classes are offered predominately on Friday evenings from 4:00pm – 9:30pm and Saturdays from 7:30am – 6:30pm every other weekend.
- ² MGMW 500, MGMW 594, and MGMW 596 are taken for a Satisfactory/Unsatisfactory grade and must be completed with a Satisfactory grade. As S/U courses, they do not apply to the requirement of a minimum grade of C (2.00 grade points) in each required course.
- ³ Students participate in a required global field experience during the first year of the program. Additional costs apply towards this global experience.
- ⁴ 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. If students wish to apply courses that are offered outside of the Jones Graduate School of Business (MGMP, MGMT, or MICO course offerings), the student must obtain permission from the Jones Graduate School of Business registrar department. Electives are offered on the weekend schedule, the evening schedule, and the daytime schedule.

MBA for Professionals Evening Extended Program

The MBA for Professionals-Evening Extended Program allows students to complete the same curricular requirements as the MBA for Professionals Evening Program (a minimum of 54 credit hours) over a longer period of time (typically 3-5 academic years, rather than 22 months). There are minimum requirements each semester, but the structure facilitates the alignment of the pace of completion with professional preferences and commitments.

Policies for the MBA Degree, Professional 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.

The MBA for Professionals Programs

The MBA for Professionals Programs do not have specific prerequisite courses required for admission.

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 \(https://alcoholpolicy.rice.edu/jones-school-business/\)](https://alcoholpolicy.rice.edu/jones-school-business/) and [Rice University](https://www.rice.edu/undergraduate/student-life/alcohol-policy)

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.

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 [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.

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.

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.

Additional Information

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

Opportunities for the MBA Degree, Professional 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/>