

The Heller School for Social Policy and Management

Brandeis University



Master of Business Administration Program

Academic Policies and Procedures

For students starting in August 2017

It is the policy of Brandeis University not to discriminate against any applicant on the basis of race, color, religion, sex, sexual or affectional preference, age, national origin, veteran or disability status. The University operates under an affirmative action plan and encourages minorities and women to apply, both in terms of employment and to all the rights, privileges, programs and activities generally accorded or made available to its students.

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Mission of the Heller School and MBA Degree Program Goals

The Heller School for Social Policy and Management is devoted to the mission of Knowledge Advancing Social Justice. Since its founding in 1959 as Brandeis University's first professional school, the Heller School has been committed to developing new knowledge and insights in the fields of social policy, management for a social mission, and international development.

Through the education of students and the pursuit of research, the Heller School has actively engaged in examining and formulating policies and programs that respond to the changing needs of vulnerable individuals and groups in our society.

In 1977, the Heller School offered its first management degree at the master's level, the Master of Management in Health and Human Services (MMHS). Twenty years later, the Master of Business Administration degree was introduced. The Heller MBA prepares leaders for management positions within nonprofit, for-profit, and public institutions pursuing social missions. The Heller MBA offers all of the basic management disciplines that are found in traditional business programs, but also addresses the distinctive issues that arise when managing for a social mission. Students are prepared to be the next generation of leaders who will know how to find resources and use them effectively to deliver social outcomes. The Heller MBA rigorously blends financial, technical and social considerations. It places management in the context of social policy, drawing on the Heller School's powerful social policy research. This combination makes the Heller MBA unique relative to traditional programs in management, public administration, health administration, social work, and public health.

Brandeis/Heller MBA Program Statement of Core Values and Standards of Conduct

The Brandeis/Heller MBA Program Statement of Core Values and Standards of Conduct was developed to foster an environment that supports the University's core values and Heller's mission, goals, and guiding principles. Together, students, faculty, and staff of the MBA Program can all contribute to an optimal learning environment by abiding by the Brandeis/Heller MBA Program Statement of Core Values and Standards of Conduct.

Brandeis University's Core Values

The Heller School MBA Program is committed to fostering an environment that supports Brandeis University's Core Values.¹ These core values are:

- **Citizenship** Every individual has a vested interest in the well being of the community, and, therefore, an obligation to stay informed, to make positive contributions, and to offer assistance to those who need our help.
- **Integrity** Every person is responsible for the consequences of his or her own actions, and our community is stronger when we contemplate the context of our decisions, and uphold the principles of sincerity, trust, and honesty.
- **Respect** Our community is one in which care and concern for ourselves and one another are of paramount importance, and our words and deeds reflect our appreciation for theory and practice, institutions and individuals, tradition and innovation.

¹ From the Division of Student Affairs page of the Brandeis University web site (<http://www.brandeis.edu/studentaffairs/deansoffice/corevalues.html>).

- **Civility** Regardless of difference in opinion or background, our conduct must demonstrate courtesy and compassion, and reflect our recognition of the dignity of every human being.
- **Lifelong Learning** Each of us is both teacher and student; we regard each moment as an opportunity to share a learning experience with others, and we accept challenges for the advancement of the community as a whole.
- **Embracing Diversity** Because our lives are richer the more we are exposed to a full range of people and experiences, we celebrate human diversity, and strive for the broadest representation of perspectives in all that we do.

The Heller School’s Mission and Guiding Principles²

Our mission at Heller is to drive positive social change through research, education, and public engagement that inform policies and programs designed to address disparities in well-being and promote social inclusion in a sustainable way.

As part of the strategic planning process, Heller faculty and staff developed collaboratively the following guiding principles and core values:

- Commitment to academic rigor in research and teaching
- Determination to have a “real world” impact in social policy and management
- Investment in interdisciplinary collaboration
- Focus on universal human needs with a strong focus on those who are vulnerable
- Commitment to build an inclusive and diverse community
- Ability to be dynamic, innovative and adaptable to achieve sustainability of our mission
- Mutual respect for the different dimensions through which people contribute to the goals of the school
- Dedication to a lifelong learning community

Standards of Conduct

Students, faculty, and staff associated with the MBA Program are citizens of both the Heller School and the greater University communities. As such, by abiding by the following respective standards of conduct, we can each uphold the University's core values and Heller's guiding principles:

General Standards of Conduct

Students, faculty, and staff associated with the MBA Program should:

- Treat others with courtesy and civility; respect the viewpoints of others.
- Understand and meet commitments.
- Be respectful of the Heller environment.

Student Standards of Conduct

- In the classroom environment, students should:
 - Arrive on time
 - Prepare for the class by completing readings and assignments, and fully participate in classroom activity

² From the Heller Strategic Plan 7.5.11

- Engage in respectful class discussions; this includes allowing others to speak and maintaining a respectful manner regardless of the viewpoints of others, or their level of knowledge or experience with the topic
- Exercise consideration toward classmates and instructors by turning off cellular phones, staying seated until class breaks, and not engaging in side conversations
- Provide adequate advance notice to the instructor when an absence is anticipated; contacting the instructor as soon as possible when unforeseen circumstances resulting in an absence arise.
- Use e-mail in a responsible and civil fashion.
- Maintain a quiet environment when working in the computer lab.
- Employ time management skills to meet academic commitments; understand the limits on others' time by scheduling meeting times when possible.

Faculty Standards of Conduct

Faculty should:

- Provide a clear set of expectations for successful completion of the course.
- Reinforce the idea that each student is expected to abide by student standards of conduct as set forth above in his/her class.
- Provide students with appropriate feedback.
- Exercise awareness of diversity issues when conducting classroom discussions.
- Be sensitive to students' commitments in other courses and outside of Heller.

Staff Standards of Conduct

Staff should:

- Respond in a timely fashion to communications or questions from students.
- Be attentive and prepared when assisting students.
- Demonstrate awareness of the complexity of students' schedules by providing adequate advance notice of meetings or other events.
- Create a climate in which student input is welcomed and encouraged.

Responding to Behaviors Inconsistent with Stated Values and Standards

We trust that as members of the Heller community, students, faculty, and staff associated with the MBA Program will do their utmost to abide by the Core Values and Standards of Conduct and the Brandeis University Student Rights and Responsibilities Handbook. Occasionally, individuals or groups may stray from the standards. Below are the procedures that should be followed under those circumstances:

It is recommended that problem solving begin with informal, open, and direct conversation between and among affected parties; clear communication is often the most effective remedy. When required or requested, interventions become increasingly formal and institutionally mediated. When necessary, these are phased and escalated, as follows:

Students:

If interpersonal differences arise with another student or students in a classroom situation and the person-to-person approach is unproductive, student(s) should contact the faculty member.

If the difference with another student or students is more general in nature or involves circumstances outside the classroom, the student(s) should contact program staff.

If an issue arises with a faculty member, the student(s) may deal with the faculty member directly or contact the program staff. If the issue involves a grade, the grade appeal process should be followed, as explained later in this manual.

In all scenarios, once contacted, the faculty member or program staff can suggest alternative solutions or attempt to mediate in resolving the difference if appropriate, and may, under certain circumstances, contact the office of student services.

Faculty:

Faculty should first attempt a direct and open discussion with a student as the first line of approach, if the students depart from the standards. If there is repeated problem behavior, program staff should be alerted to determine the best course of intervention.

Serious Violations:

The University has various offices to deal with more serious infractions including sexual harassment, other types of harassment, breaches of academic integrity, or violations of Brandeis University's Handbook on Student Rights and Responsibilities. Students or faculty wishing to report such violations should contact the Assistant Dean of Academic and Student Services in the office of student services, who would inform program staff as necessary.

MBA Program Learning Goals

1. Social Impact Management

Students will be able to strategically position an organization to achieve social impact and measure results.

- Students will learn to identify and evaluate areas for social action.
 - They will learn about the role of values in identifying and pursuing social interventions.
 - They will learn about the practical structures and complications, both substantive and political, in developing action strategies.
- Students will learn how to position an organization and develop a strategy to achieve social impact.
 - They will learn to assess needs and develop a plan for action.
 - They will learn how to assess financial needs and plan for necessary funding.
 - They will learn how to assess and measure outcomes after the fact.

2. Financial Literacy

Students will develop a financial literacy skill set that will enable them to identify, organize, and analyze quantitative and qualitative information to solve business problems.

- Students will learn to read, interpret, and analyze financial statements prepared according to US GAAP.
- Students will develop financial planning skills that encompass activities such as preparing and analyzing budgets (e.g., pro forma income statements, balance sheets and cash budgets over short and long term time horizons).
- Students will learn to identify and evaluate sources of financing available to organizations across all sectors.
- Students will understand and be able to analyze product and service cost measurement and behavior.
- Students will be able to perform quantitative evaluations of alternatives in a business problem.

3. Communication Skills

Students will be able to effectively convey knowledge and express perspectives related to management and policy issues using oral, written and multimedia forms of communication.

- Students will demonstrate the ability to explain factual information, express opinions and make persuasive arguments in support of a position in the form of oral and written presentation.
- Students will produce oral and written analyses and presentations utilizing a variety of technologies such as PowerPoint and Excel.

4. Collaboration Skills

Students will develop practical skills to support effective collaboration and conflict management within and across programs, organizations, cultures, and sectors and among multiple stakeholders as a means to advance a social mission and promote programmatic/organizational/systemic efficacy.

- Students will build competencies in listening, negotiation, delegation, facilitation, conflict resolution, and leadership skills through group work and interpersonal communication.
- Students will become comfortable facilitating cross-cultural collaboration.

5. Mobilizing and Developing Capabilities

Students will acquire the tools and frameworks to mobilize and develop the capabilities of diverse staff, clients and other stakeholders to contribute to the organization's mission and achieve their own potential.

- Students will build strong leadership and mentoring skills, recognizing potential in individuals, groups and organizations in order to remedy weaknesses and foster strengths.
- Students will strengthen their ability to develop and mobilize individuals and groups around shared goals, shared knowledge, and mutual respect.

6. Integrative Skills

Students will be able to integrate tools, frameworks, and evidence from multiple disciplines in order to innovate and solve management problems.

- Students will demonstrate the ability to leverage cross-disciplinary knowledge and skills both within and outside the classroom.
- Students will be able to identify, develop and utilize best practices in problem solving to achieve a desired outcome.

MBA Program Requirements

The stand alone program requires 68 credits for completion and is taken over a minimum of four semesters in residence for full-time students:

52 core MBA credits

16 credits including 12 concentration credits and four elective credits

Some courses are modules, half-semester courses (2 credits), and some are full semester (4 credits). Course numbers with an “a” or “b” following the number are courses that meet over a full semester and course numbers with an “f” following the number are two-credit modules that meet for half of a semester.

The following list articulates the specific credit requirements for dual degrees. Further, it should be noted that dual degrees are conferred upon completion of the entire dual degree program (i.e., completion of degree requirements for both degrees). A student may not receive one of the degrees after completing requirements for that program and then later finish up the remaining degree requirements.

- Students in the Heller-Hornstein dual degree program in Jewish Professional Leadership take 38 core MBA credits at Heller and an additional 36 credits specified by Hornstein, as well as 6 elective credits for a total of 80 credits taken over a minimum of four and a half semesters in full time residence.
- Students in the MPP/MBA dual degree program take 50 core MBA credits and 36 core MPP credits, as well as 16 elective credits for a total of 102 credits taken over a minimum of six semesters in full time residence. (Credit distribution may vary depending on which curriculum students start with when entering the dual degree program.)
- Students in the MA/MBA dual degree program take 52 core MBA credits and 30 core and elective MA credits for a total of 82 credits taken over a minimum of five semesters in full time residence.
- Students in the MS/MBA dual degree program take 52 core MBA credits and 16 core MS credits, as well as 16 elective credits for a total of 84 credits taken over a minimum of five semesters in full time residence.
- Students in the COEX/MBA dual degree program take 52 core MBA credits and 38 core and elective COEX credits for a total of 90 credits taken over a minimum of six semesters in full time residence.
- Students in the MBS (Master’s in Biomedical Science from Tufts)/MBA dual degree program take 56 core MBA credits, 6 elective credits and transfer 6 credits in from Tufts

University for a total of 68 credits taken over a minimum of four semesters in full time residency.

- Students in the MBT (MS in Biotechnology at Brandeis)/MBA dual degree take 56 core MBA credits, 28 MBT core credits and 12 electives for a total of 96 credits taken over a minimum of six semesters in full time residency.
- Students in the MD/MBA dual degree program take 65 core MBA credits and transfer 4 credits in from Tufts University for a total of 69 credits taken over a minimum of four years including two intense full-time summer semesters.

Declaration of Concentration

Non dual degree students may choose from among the following concentrations: *1) Social Policy & Management* 2) *Health Care Management*, 3) *Child, Youth & Family Services Management*, 4) *Sustainable Development*, 5) *Public Management* or 6) *Social Entrepreneurship and Impact Management*. Dual degree students default to a concentration as follows:

- Dual Heller/Hornstein students concentrate in Jewish Professional Leadership.
- Dual MS/MBA, dual MBS/MBA, dual MD/MBA and dual MBT/MBA students concentrate in Health Care Management.
- Dual MA/MBA students concentrate in Sustainable Development.
- Dual COEX/MBA students concentrate in Social Policy and Management.
- Dual MPP/MBA students have the same concentration in both programs when the concentration exists in both programs; when there is no equivalent in the other program, the concentration is Social Policy & Management for MBA and General Social Policy for MPP

A student's concentration is formally declared in the first semester of study by means of completing an Individual Learning Plan (ILP), as explained in the next section.

Individual Learning Plan (ILP)

Students prepare an Individual Learning Plan (ILP) and meet with their concentration chair to discuss it at the beginning of each semester. The ILP must be submitted to Norma DeMattos several days before the end of the registration period (September 11th for Fall 2017). The ILP may be modified at any time with permission of the concentration chair. The modification must be filed with Norma DeMattos. ILPs have been designed for each concentration to facilitate your course selection and are posted on the Current Students page of the Heller web site in the Academics@Heller box (click on MBA and then About the Individual Learning Plan on the left). NOTE: Heller-Hornstein, MBS/MBA, MD/MBA and MBT/MBA students do not need to complete an ILP.

Concentration Requirements

Students must take 12 credits in their concentration area. The following chart lists the courses that are REQUIRED for each concentration; additional recommended electives for each concentration are listed on the Individual Learning Plan for each concentration. Social Policy and Management concentrators typically design their own concentration with the guidance of their concentration chair. Students can also confer with their concentration chair about whether a course they are interested in can fulfill a concentration requirement.

Children, Youth & Family			
Contemporary Issues in Policies and Programs for Children, Youth and Families	HS511b	Full Semester	4 credits
Health Care Management			
Issues in National Health Policy	HS513a	Full semester	4 credits
Management of Health Care Organizations	HS518a	Full semester	4 credits
Sustainable Development			
Introduction to Planning and Implementation	HS277f	Module	2 credits
Climate Justice and Livelihoods OR Renewable Energy for Development OR Environmental Economics and Policy	HS241f	Module	2 credits
	HS220f	Module	2 credits
	HS214f	Module	2 credits
Gender and Globalization OR Gender and Environment	HS223f	Module	2 credits
	HS204f	Module	2 credits
Ethics, Rights, and Development	HS319f	Module	2 credits
Social Entrepreneurship and Impact Management			
Social Entrepreneurship	HS228a	Full semester	4 credits
Managing the Triple Bottom Line	HS 353a	Full semester	4 credits
Public Management			
Public Management and Budgeting	HS341a	Full semester	4 credits
Policy & Program Implementation	HS472b	Full semester	4 credits

Changing Your Concentration

A student who is considering changing his/her concentration should discuss this with his/her concentration chairperson and/or the Program Director. All requirements in the new concentration must be met. If a student desires a change, it is best to do it as early as possible in order to ensure that all requirements for the new concentration can be met in a timely manner. Students will not be allowed to change concentrations in their final semester.

Course Prerequisites

The courses listed below have prerequisite requirements. Students may petition the instructor to waive a prerequisite based on prior academic work. See Exceptions and Waivers on the next page.

Course	Prerequisite(s)
HS251b Managerial Accounting	HS250a Financial Accounting
HS258a Operations Management	HS246b Statistics
HS 215b Corporate Finance	HS250a Financial Accounting
HS248b Financial Management	HS250a Financial Accounting
HS299b Team Consulting Project	See section on Team Consulting Project

Course Exceptions and Waivers

The Program Director must approve any exception or waiver to a policy regarding an academic course requirement. An example of such an exception is waiving a course that a student has already taken at the graduate level at a comparable institution, or if a student had an undergraduate major in the subject area. **No waivers will be granted based upon prior work experience in the relevant area.** No independent studies may be taken in place of an MBA core requirement. To obtain a waiver, the student must complete a petition for waiver of a required course and submit the form along with a transcript and a course syllabus for the previous course taken to the program director. The director will review the syllabus/transcript, make the final decision in consultation with the course instructor and inform the student. Students must have received a grade of B or higher to be eligible for a waiver. Once the student receives written approval, he/she must send the approval, transcript and syllabus to the Office of Student Records to be placed in the student's official file.

Students who waive a course requirement must replace the waived course with another graduate course appropriate for credit within the program. When initiating the course waiver request, the student should discuss with the concentration chair or the Program Director which alternative course(s) is/are of interest. In the written request made to the Program Director, each alternative course should be named and, if it is not taught at Heller, its catalog course description or syllabus should be attached.

Course Requirements and Electives

The following pages show the sequence of courses for the full-time MBA program and a suggested sequence of courses for the part-time MBA program. All concentration requirements can be found on your ILP posted on the Current Students page of the Heller website. The following management electives, as well as others, may be offered, although the list can vary from year to year:

HS353a	Managing the Triple Bottom Line (full course-Spring Semester)
HS228a	Social Entrepreneurship (full course-Fall Semester, 2 nd year students only)
HS225a	Fundraising and Development (full course-Fall Semester)
HS231	MBA Internship (module or full course – only after completing 2 full semesters; not recommended in the summer semester due to heavy course load)
HS270a	Business Law & Ethics for Managers (full course – Fall semester)

Other electives may be chosen from one's own concentration, from other concentrations, from other courses at Heller, from other schools at Brandeis University (Graduate School of Arts and Sciences or the International Business School), or from the Boston Consortium (see more under registration guidelines).

Sequence of Courses for Full-Time Students

Fall 1	Spring	Summer
Leadership and Organizational Behavior (4) Financial Accounting (4) Economics (4) Statistics (2) Elective (4)	Operations Management (4) Strategic Management (4) Financial Management (4) Managerial Accounting (4) Elective (2)	Marketing (4) Corporate Finance (4) Social Justice and Mgt. (2) Team Consulting Project (4) TCP Workshop (2)
Fall 2		
Human Resource Mgt. (4) Evaluation for Managers (2) Electives (10)		

Recommended Sequence of Courses for Part-Time Students

Fall 1	Spring 1	Summer 1
Leadership and Organizational Behavior (4) Financial Accounting (4)	Financial Management (4) Managerial Accounting (4)	Marketing (4) Social Justice and Mgt. (2)
Fall 2	Spring 2	Summer 2
Statistics (2) Economics (4) Electives (2)	Operations Management (4) Strategic Management (4)	Corporate Finance (4)
Fall 3	Spring 3	Summer 3
Human Resource Mgt. (4) Evaluation for Managers (2) Electives (2)	Electives (8)	Team Consulting Project (4) TCP Workshop (2)
Fall 4		
Electives (4)		

Team Consulting Project

The Team Consulting Project (TCP) is the capstone educational experience for students nearing completion of the MBA Program. Working under the supervision of a Heller TCP faculty advisor, a team of three to five students provides management consulting services to a mission-driven organization or business unit over a four-month period. By addressing and resolving a real-world management problem, students are prepared to perform as effective managers with a high degree of professionalism in their chosen fields following graduation.

The Team Consulting Project is co-taught by two faculty members and is comprised of two courses that total 6 credits: Team Consulting Project Workshop (HS 232a – module) and Team Consulting Project (HS 299b – full semester). The TCP Workshop covers topics such as project planning, data collection and analysis, effective teamwork, client management, and effective presentations to strengthen relevant skills necessary to successfully complete the TCP. Students in the dual degree programs with Hornstein and Tufts complete their Team Consulting Projects

in the spring. All other MBA students form teams, select a client organization and a faculty advisor in the Spring semester. Starting in early June, teams engage in research and fieldwork, and in late July, they begin to develop their reports and presentations. Presentations are made to the Heller community and client representatives in August. The grading policy is as follows:

- The final grades are assigned by the TCP coordinators after consulting with the faculty advisors and clients
- For the TCP, a letter grade is assigned. The TCP workshop is graded Credit or Noncredit. Performance in the TCP workshop is considered in assigning the overall TCP grade.
- Elements typically assessed include:
 - High quality products – both presentation and written report
 - Achieving a high level of client satisfaction
 - A thoughtful reflection paper
 - A solid team process
 - Attendance and active participation in all TCP workshops and timely submission of assignments
- Typically the same grade is assigned to each team member, but if there is a compelling reason separate grades for members of a team will be considered.

Students are expected to successfully complete the following courses before or during participation in TCP. Exceptions with a justifiable reason must be approved by a student's faculty advisor and the Program Director before the student enrolls in TCP.

- HS 246b Statistics
- HS 245b Economics I
- HS 248f Economics II
- HS 258a Operations Management
- HS 250a Financial Accounting
- HS 251b Managerial Accounting
- HS 285a Marketing
- HS 253b Leadership and Organizational Behavior
- HS 252b Strategic Management
- HS 248b Financial Management
- HS 215b Corporate Finance

Academic Advising

A student's faculty advisor is the chair of his/her concentration. Students should meet with their concentration chair –before the start of each semester to discuss educational goals and Individual Learning Plans. They can also turn to the Program Director and the Program for advising. The Program Director is responsible for overseeing the MBA and its related dual degree programs.

Students may change concentrations or faculty advisors. To change advisors, a student should obtain the agreement of a faculty member who will become the new advisor. The student should

then complete a change of advisor form and submit it to the Heller Office of Student Records. For assistance with choosing a new advisor, students may consult with the Program Director.

Registration and Course Enrollment

Before each semester begins, the Assistant Director for Student Records notifies students about registration procedures and deadlines. Students register online using the SAGE gateway (<http://sage.brandeis.edu>); a Brandeis UNET account is required to access the system. Failure to register by the stated deadlines will result in administrative withdrawal by the University. Students must register for MODULE I, MODULE II, and FULL SEMESTER courses during the initial registration period for the semester.

By enrolling in a course, students are officially registering with the University for that term. When students initially access the web registration site, they will be notified that enrolling in a course signifies that they accept the terms of the Brandeis University Student Rights and Responsibilities Handbook, the University Bulletin, the Brandeis/Heller Statement of Core Values and Standards of Conduct, and other University publications.

Health Exam and Health Insurance Required

Every student must have a health examination report and evidence of health insurance coverage on file at University Health Services. A student who has not completed the University's health requirements or who has outstanding financial or other obligations will have a "hold" placed on his or her account and will not be allowed to register. If holds are not cleared up by the last day of the course enrollment period, students will be administratively withdrawn from the University. Once a student is administratively withdrawn from the University, he or she will be required to reapply for admission in a subsequent semester.

Selecting Courses

During the registration period, students are required to meet with their advisors. Course syllabi and course evaluations are available on the Current Students page of the Heller web site in the Courses & Registration box. If a new syllabus is not ready, students should confer directly with the professor teaching the course.

Please note that the Heller School reserves the right to cancel classes that do not have sufficient enrollment.

Heller MBA students are not permitted to take over 18 credits in one semester without the written approval of the Program Director.

MBA Internship

The MBA Internship is a 4-credit or 2-credit elective course that provides an opportunity for MBA students to carry out a formal internship with a client organization under the supervision of a faculty advisor. Students must complete two full semesters of MBA coursework (at least 32 credits) before doing an internship for credit. MBA internships are NOT ENCOURAGED during the summer semester due to the heavy course load. Students can only have 4 internship credits on their MBA transcript; additional internships can be taken but academic credit will not be granted. MBA Internships are graded Credit/Noncredit.

The MBA Internship requires students to apply principles from the MBA curriculum in their role within the organization. This organization may be chosen by the student. It also may have been the client for the student's Team Consulting Project or may be a potential employer for the student. Along with the Team Consulting Project, the MBA Internship serves as a transition point for students from education to professional practice.

Students must identify an organization and map out a scope of work that allows the student to apply principles from the MBA curriculum to accomplish a project of interest to the student and the employer. The scope of work must include background readings related to the MBA curriculum that are relevant to accomplishing the scope of work.

Students must identify a faculty member with appropriate qualifications who agrees to serve as an advisor for the internship. The student, along with the client liaison and faculty internship advisor, must sign an agreement that includes the scope of work, background readings and the expectations regarding deliverables, request approval from the MBA Program Director, and deliver it to the Assistant Director for Student Records to formally register for the course. The faculty internship advisor will meet with the student periodically, review the deliverables and assign a grade at the time of completion.

The time requirements for the internship are expected to be equivalent to the time requirements for a 4-credit course (100 hours), or a 2-credit course (50 hours). The internship can be unpaid or paid. The internship can count as a concentration elective if the content is geared toward management issues in the student's concentration, with the permission of the concentration chair. The internship can also count as a general management elective toward the requirements for the MBA degree. The faculty supervisor will grade the Internship based on discussions with the student and based on the Reflection Paper. The internship supervisor will also be asked to complete an evaluation and return it to the Program Manager, who will provide a copy to the faculty advisor. MBA Internships are graded on a credit/no credit basis.

International students should consult with the International Students and Scholars Office (ISSO) to obtain necessary employment authorization before they begin any internship.

Independent Study

Students may wish to design an independent study project that allows a more in-depth approach to a topic than is offered by an existing course, or that allows exploration of a topic for which there is no appropriate course offering at the University or at a consortium school. Students should not take an independent study until having completed at least six courses at the Heller School and independent studies are not permitted to replace MBA core requirements.

Credit for an independent study is equivalent to either a full semester course or a half semester module course, and should include the equivalent amount of reading and writing as a regular course. Written work might be in the form of one longer paper, several shorter papers, critical essays on a body of literature, or appropriate data analysis exercises.

To take an independent study for credit, a student should identify a faculty member willing to supervise the course. After conferring with the faculty supervisor, the student must write a proposal describing the independent study that includes:

- the topic
- how it fits in with the student's general plan of study
- what material the student plans to read
- what written work the student plans to do
- how the student will be assessed for his/her work
- the frequency of meetings with the supervisor

The faculty supervisor must approve the proposal. After obtaining this approval, the student completes a tutorial (independent study) request form, which is available from the Office of Student Records. The form must be signed by the supervisor, the student's advisor, and the Program Director and returned to the Office of Student Records to be put in his or her official file before the end of the registration period in order to receive credit for the independent study. At registration time, the student will register for course HS777.

A student should take no more than one of these courses during their MBA degree program. If there are special circumstances, a student should see his or her advisor and then the Program Director before proceeding with a second independent study.

Auditing Courses

Students may audit Heller classes with the permission of the instructor. To have an audited course noted on a permanent record, the student should sign up for the course at the time of registration and have the course changed to an audit through the Office of Student Records. The student must also notify the professor, who will be asked at the end of the semester to certify that the student has attended class on a regular basis. The student should discuss the specific definition of "regular" with the professor at the beginning of the semester, especially if the student knows ahead of time that he or she will have to miss some sessions.

Textbooks

Course textbooks can be found on the Brandeis registrar's website (<http://www.brandeis.edu/registrar/>). Click on registration and enrollment, and then schedule of classes on the left. Next click on the relevant semester and on the next screen choose "Graduate" and "Heller School" from the drop down menus. Click on the View Books link to the far right next to the course you are taking. You can also contact the bookstore or review the course syllabus available on LATTE the first week of classes.

Graduate Courses Outside the Heller School

1. Graduate Courses in Other Departments at Brandeis:

Students are encouraged to avail themselves of the rich graduate offerings and outstanding faculty at Brandeis University. Graduate-level courses in the departments of sociology, economics, and political science or at the International Business School at Brandeis may be of particular interest. To sign up for these courses, a student should discuss their intent with his/her advisor, note it on the ILP, and then sign up for the course through the regular registration process.

2. Graduate Courses Taken at Consortium Schools:

Brandeis University is a member of a consortium that includes Boston College, Boston University, Tufts University (excluding Fletcher School), Bentley College, Babson College, Regis College, the Department of Urban Studies and Planning at MIT, and the Gerontology Department at the University of Massachusetts, Boston. Through the consortium agreement, Heller students may take a graduate-level course at one of these schools that fits into their educational goals and does not duplicate a course offered at Brandeis, with the following provisions:

- a. **Consortium privileges do not run in the summer.** Students wishing to take a course at a school other than Brandeis over the summer will be responsible for paying tuition to that school.
- b. **Students may not take any of the MBA core requirements outside of Heller.**
- c. **Students may take a maximum of four courses in consortium schools during their 16 month program and may take no more than one consortium course per semester.**
- d. Consortium schools do not allow cross-registration in some of their graduate programs, or in particular courses.
- e. Students need the permission of the instructor to register.
- f. Outside courses may not be used to substitute for similar courses offered in Heller's curriculum, unless there are serious and unavoidable extenuating circumstances. In such cases, students should secure the approval of their faculty advisor and the Program Director. Approval must be in writing and included in the student's official file.
- g. **Part-time students may only take a class through the consortium if they are also enrolled in at least one course at Brandeis the same semester.**

The consortium schools have a tuition-sharing program. Students registering for a course at one of the consortium schools during the fall and spring semesters do not have to pay tuition at the other institution, but must pay tuition at Brandeis.

To register for a course at one of the consortium schools, a student should:

- a. Include this course on the ILP, and have the faculty advisor approve the ILP.
- b. Obtain a cross-registration form from the Brandeis registrar, complete it, and have the Brandeis Registrar and the MBA Program Manager sign it.
- c. Obtain the signature of the course instructor and the registrar of the consortium school where the course is offered. Fill out any paperwork required by the host institution.
- d. Return a copy of the signed cross-registration form and a copy of the course syllabus to the Brandeis Registrar in Kutz.
- e. At the end of the semester, the Brandeis University Registrar's Office will request a grade from the host institution. **It is the student's responsibility, however, to make sure that the instructor meets Heller's grade posting deadline, particularly in their final semester.**

Withdrawal from Courses

A student may withdraw from a course if he or she finds that for any reason it is not satisfactory, or if he or she is unable to complete the requirements. However, the student must officially

withdraw by submitting an Add/Drop form to the Assistant Director for Student Records before the add/drop deadline for the school. The withdrawal policy for courses taken at consortium schools may differ from Brandeis' policies, and students must conform to those policies.

Evaluation Procedures

Class Attendance

Although absences from classes are sometimes unavoidable, attending every class session is essential to the Heller educational process. Students must come to class prepared to share their comments, analyses and questions, and to participate in the learning process. Many courses have a class participation requirement. Students who miss an excessive number of sessions may be required to re-take the course at the discretion of the instructor.

Laptop Policy

Laptops may be used in Heller classrooms at the discretion of the course instructor. The instructor may ban them or restrict their use. In no case shall students use laptops for purposes other than taking notes or other instructor approved tasks. Surfing the web, email and text messaging are not permitted under any circumstances and are a breach of professional conduct.

Laptops are not permitted to be used during exams unless the instructor deems them integral to the taking of the exam. Cell phones must be silenced during all classes and may not be used during exams.

Instructor Evaluation of Student Performance

Instructor Feedback

Students have the right to receive meaningful feedback regarding their performance in a course.

- If students do not receive feedback, they have the right to approach the instructor or the Program Director.
- Each instructor may give feedback in any way he or she deems appropriate. This might include written comments on papers and exams, personal meetings, etc. The course syllabus must inform the student how feedback will be delivered.
- If a student requests to meet with an instructor, the instructor is obligated to respond to this request.

Course Grades and Academic Standing

Graduate students are expected to maintain records of distinction in all courses. Letter grades will be used. Any letter grade below B- is considered unsatisfactory and will not be counted toward credit for degree requirements. There is one exception to this rule. For masters programs in which students are in residence for four semesters or more, students may receive a grade of C+ in two courses throughout their program and still earn graduate degree credit for such courses. For masters programs in which students are in residence for two or three semesters, a student may receive only one grade of C+ throughout their program and still earn graduate degree credit. Students are not allowed to receive a grade below B- in the capstone course of their respective programs (TCP for MBA Program). If a student receives two grades of C+ in one semester and one of the C+ grades is not eligible for degree credit (e.g., masters programs in which students are in residence for two or three semesters), the Program Director may decide or create a

committee to decide which course will count toward degree requirements. If a student receives a grade below C+, the student is required to retake the course to receive a passing grade for MBA degree credit. Students who receive 2 or more grades of C+ or lower in one semester, or over two semesters, will be required to meet with an Academic Review Committee to determine whether or not they may continue in the program.

Grade Appeal Process

All Heller course instructors make independent decisions about their grading process and are supported in those decisions by the Heller School's program and administrative staffs. However, a student who feels that he or she has been graded incorrectly or unfairly in a course taken for credit may take the following actions:

1. The student should contact the instructor to set up a meeting within seven business days after the grade in question is made available. If such a meeting results in a mutually acceptable solution, the grade will be adjusted accordingly.
2. If the meeting does not result in a mutually acceptable solution, the student should submit a written statement, specifying the nature of the complaint and the remedy desired, to the Program Director within seven business days of the meeting. Although there will be a presumption in favor of the instructor, the Program Director or his/her designee will take into account all evidence presented by the student and will seek to resolve the matter as soon as possible, normally within seven business days from submission of the complaint. Final disposition of the appeal will be in writing to all parties involved. The decision of the Program Director or his/her designee is final.

At each level, the agreed-upon resolution or decision should be in writing. Each party should retain a copy, and the original decision should be forwarded to the Assistant Director for Student Records for placement in the student's academic record. The Assistant Dean of Academic and Student Affairs is available to consult with the student at any step in the grievance process.

Incompletes

If a student encounters circumstances during a semester that prevent the completion of coursework, he or she may ask an instructor to give a grade of **Incomplete (indicated by EI on the transcript)**. Instructors are not required to give Incompletes. Students should discuss with the instructor in advance whether the reason for not completing requirements on time is acceptable, and plan how the student will complete the course requirements. The instructor may also set a date for completion of the work earlier than the maximum time allowed by school policy (see below). Upon the satisfactory completion of all requirements, the instructor will change the Incomplete grade to a letter grade. Students are urged to complete courses on time.

If a student is granted an Incomplete, the following rules apply:

1. The student must finish all requirements for incomplete courses by the dates published in the Brandeis academic calendar. The faculty advisor and the Program Director will receive notice of incomplete coursework. The student should see the Program Director to discuss any special circumstances or problems, **but it is most important that the student stay in contact with the instructor(s) about incomplete coursework.**

2. Extensions for Incompletes may be granted only for exceptional circumstances by the Program Director after discussion with the instructor and advisor. The student must bring this request in writing to the Program Director prior to the deadline for completing incomplete coursework (see 1 above), after it has been approved by the instructor and advisor.
3. If a student has Incompletes after the regular or extended deadline, the grade will automatically become a Permanent Incomplete.

Students who have not completed required courses from all previous semesters by the spring incomplete deadline will not be allowed to participate in the commencement ceremony at the end of May.

Student Course Evaluations

Students evaluate every course taken at the Heller School by filling out a standard evaluation form on line with questions about the instructor and the course content. Heller considers such student input important, and takes these evaluations seriously. Evaluations are anonymous, and instructors do not see the course evaluations until after they have turned in all grades. Summaries of course evaluations from prior semesters are available on-line through the Brandeis Student Union web page (<https://sys.brandeis.edu/ceg/index>).

In addition, mid-semester evaluations are often conducted to get feedback on how the course is going and to allow the instructor to make changes mid-term. These mid-semester evaluations are seen only by the instructor.

Students are also urged to **discuss courses with their professors while they are in progress**. Students should not feel that they can only voice their concerns on the course evaluation forms.

Satisfying Residency Requirements and Maintaining Student Status

Residency Requirements

Students satisfy residency requirements when they have completed the required courses, concentration courses, electives, and the Team Consulting Project, as laid out in the program of study. For full-time students, residency is determined by their program – see pages 8 -9 for specific residency requirements. Students are not allowed to take credit overloads to shorten their residency requirements. To maintain their status:

1. **Full-time students** must take at least 12 credits per semester to keep full-time status. Full-time status is particularly important for people with student loans and scholarships. Students may not take more than 18 credits in a semester without permission of the Program Director. Likewise, students taking fewer than the recommended number of courses in a semester should seek the written approval of the Program Director.
2. **Part-time students** are advised to take at least 8 credits in the fall and spring semesters, and 4 credits in the summer. **Further, part-time students must take 8 credits in each semester (including summer) for which they wish to be eligible for Stafford loans.**
3. Part-time students must register for classes for a minimum of one term during the academic year (Fall, Spring, Summer) to be considered a matriculated student. If students are not going

to take classes during at least one semester of the academic year, they must notify the Program Director.

4. All students must have their tuition payments (or fellowship payments on their behalf) current. If tuition payments are not made on time, a student will not be allowed to register for courses or to graduate.
5. Every student (full- or part-time) must have a health examination report and evidence of health insurance coverage on file at University Health Services.

Any student unable to meet these requirements must speak with the Program Director immediately.

Post-Residency Policy

Any full-time student needing additional coursework after the end of the 16-month residency will be classified as a Post-Resident student unless the student requests a different status **in writing**. Such a student must have a written plan of study for completing remaining course work that is approved by their faculty advisor and the Program Director.

Post-resident status, as determined by the University, allows the student privileges accorded to full-time students for a fixed per-semester fee established by the University. The privileges include, but may not be limited to:

- Any course(s) needed to complete the degree
- Access to University libraries and other facilities and services
- Eligibility for health insurance
- Deferment of student loan repayment

Moving from Part-time to Full-time

Students currently in the part-time program of study have the option of completing degree requirements on a full-time basis. The student should first consult with their faculty advisor to set up a plan to complete requirements and fill out a new Individual Learning Plan (ILP). After completing the ILP, the student should send a written request to the Program Director to change from part-time to full-time status copying Ravi Lakshmikanthan, Lynn Davis and Norma DeMattos. Once a student switches to full time status they cannot change their status again. After receiving written approval, the student is responsible for ensuring that the approved request is delivered to the Office of Student Records for the official file. Tuition savings do not necessarily result when switching from part-time to full-time status. Students may change from full time to part time if there are extenuating circumstances but again this switch can only be made once.

Program Time Limits

All full-time and part-time students must complete all the degree requirements that are in effect at the time of initial matriculation **within four years of initial matriculation.**

Leaves of Absence

Students may petition for a leave of absence. Leaves of absence up to one year will normally be granted to students in good academic standing who present compelling personal reasons. Leaves of absence must be approved by the student's advisor and then by the Program Director. Written approval of the leave must be submitted to the Assistant Director for Student Records for

placement in the student's file. Leaves of absence beyond one year are extended only for medical reasons. Any student wishing to extend the leave of absence must submit a written request with medical documentation before the leave of absence expires. If there are outstanding Incompletes when a student begins a leave of absence, the student will not be allowed to re-register until they have been completed.

Voluntary Withdrawals

A student who wishes to withdraw voluntarily from the Heller School during a semester must do so in writing to the Program Director and the Assistant Director for Student Records, on or before the last day of instruction in the term. Failure to comply may subject the student to involuntary withdrawal, cancellation of eligibility to receive an official transcript and loss of eligibility for refunds. Permission to withdraw voluntarily will not be granted if the student has not discharged all financial obligations to the University or has not made arrangements for subsequent payment satisfactory to the University Bursar's Office.

Billing and Payment Procedures

Full time students will be billed for tuition in quarters (1/4 in the first fall, 1/4 in the spring, 1/4 in the summer, and 1/4 in the second fall).

Students who have not paid the prior semester tuition charges may not register for courses. If a student has not received a bill, or has a problem regarding bill payment, he or she should contact the Office of Student Financial Services. It is the student's responsibility to pay tuition in a timely manner.

If a full-time student is receiving a full or partial tuition scholarship, the scholarship will be divided in quarters and deducted from the tuition and fees for the fall, spring and summer semesters. This will be reflected on the tuition bill.

Tuition payments may be paid directly to the Office of Student Financial Services in Usdan. A student's check should be made payable to Brandeis University and must include his/her identification number (Social Security number or SAGE ID).

Tuition is adjusted on an annual basis by the University Board of Trustees, and has typically increased by several percentage points per year. The new tuition rates come into effect at the start of the summer term.

University Policies

Academic Records

The MBA Program Office maintains a complete record of courses taken, relevant correspondence, special arrangements, exceptions, or permissions. The file in the MBA Program Office is the student's official record, so if there are any special exceptions, permissions or waivers, it is the student's responsibility to ensure that a written copy has been submitted to the MBA Program Office. It is recommended that students keep copies for their own records. Documentation in the official file is audited to determine student eligibility to graduate.

Regardless of conversations that may have informally taken place, if a matter is not formalized in writing and in the official file, it will not be taken into account in the audit.

Disability

If you are a student with a documented disability on record at Brandeis University and wish to have a reasonable accommodation made for you in a class, please see Ravi Lakshmikanthan immediately and notify instructors within the first two weeks of the semester.

Academic Integrity

Academic integrity is central to the mission of Brandeis University and the Heller School. As stated in the student handbook, “every member of the University community is expected to maintain the highest standards of academic honesty. A student shall not receive credit for work that is not the product of the student’s own effort.” Allegations of academic dishonesty by students are reported to the Department of Student Development and Judicial Education for adjudication within the student judicial system.

Student Judicial System

The University establishes standards of student behavior and reserves the right to suspend or permanently dismiss students whose conduct warrants such action. These standards apply to all Heller students. The University will give due notice and, if requested, a hearing before the appropriate body. The Department of Student Development and Judicial Education administers the student judicial system. Standards, policies, and procedures are published in the *Student Rights and Responsibilities Handbook*, published by the Division of Student Life.

Administrative Withdrawals

Students who do not comply with registration procedures, medical documentation requirements, and financial obligations are subject to administrative withdrawal from the University. Any Heller student receiving notification of impending administrative withdrawal should immediately contact the Assistant Director for Student Records.

Graduation Procedures

May Commencement Ceremony

Each year in May, the Heller School holds a commencement ceremony. The program begins early on a Sunday morning, and all MBA, masters and doctoral students who have finished their degree requirements may participate. **Dual degree students are not allowed to march in graduation until they have completed the requirements of both degree programs.** The main University Commencement ceremony takes place in the Gosman Center later in the morning. Graduates receive six tickets for their guests for the Brandeis ceremony; no tickets are needed for the Heller ceremony. Diplomas are mailed to students who graduate in February or August several weeks after completing degree requirements and are handed out to those who graduate in May and attend commencement.

It is University policy that all graduate students participating in commencement exercises must wear a cap and gown. In February, students receive a form requesting measurements for height, robe size, and head size.

Degree Completion: Graduation Eligibility

Students are eligible for graduation from the MBA Program after satisfying the following:

1. *Completion of Course Requirements for the Degree:*

Students must successfully complete all coursework, including a Team Consulting Project oral presentation to the Heller School community and outside guests, along with a written report. Diplomas will be withheld if the final report is not submitted.

2. *Other Requirements:*

Students are responsible for discharging all financial obligations to the University. The University Registrar will notify students of the specific date by which this must be done. Financial obligations include tuition, course materials, library fines, parking fees and fines. Books or materials on loan from Goldfarb Library, Heller's Health Policy Library, faculty, or others must be returned.

Students will be requested to complete a form indicating exactly how their name should be printed on their diploma. All graduates, whether or not they are able to attend commencement, will be required to submit this information upon completing degree requirements.

For students graduating, lockers and mailboxes must be cleaned out within the final week of residency. Belongings left in lockers after a student graduates will be discarded. Mailboxes should be cleaned out during the final week.

Transcripts

Students, former students, and graduates can request an official transcript at the Office of the University Registrar, or online at www.brandeis.edu/registrar/forms.html. A signed request may also be faxed to the Registrar's Office at 781-736-3485. The student should be prepared to provide his or her ID number (Social Security number), Personal Identification Number, and the address(es) to which transcripts should be sent. There is no charge for transcripts. Transcripts will be issued only to those students whose University financial records are in order.

Brandeis University Records Policy

Annually, Brandeis University informs students of the Family Educational Rights and Privacy Act (FERPA) of 1974, as amended. This act, with which the institution intends to fully comply, was designed to protect the privacy of educational records and provide guidelines for the correction of inaccurate or misleading data through informal and formal hearings.

Students also have the right to file complaints with the Family Educational Rights and Privacy Act Office concerning alleged failures by the institution to comply with the Act. University policy explains in detail the procedures used by the institution for compliance with the provisions of the Act. Copies of the policy, which includes a directory listing all education records maintained on students by the institution, can be found in the offices of the University Registrar, and are on reserve in the University Library. Questions concerning the Family Educational Rights and Privacy Act may be referred to the Office of the University Registrar.

Public Notice Designating Directory Information

Brandeis University hereby designates the following categories of student information as public or “Directory Information.” Such information may be disclosed by the institution for any purpose, at its discretion:

Category I

Name, Sage ID number, local address, telephone number, date of birth, and class (i.e., year of graduate study).

Category II

Dates of attendance and field of concentration at Brandeis, previous institution(s) attended and major fields of study, awards and honors, degree(s) conferred and date(s) conferred.

Category III

Past and present participation in officially recognized sports and activities, physical factors (height, weight, etc.).

Currently enrolled students may withhold disclosure of any category of information under the Family Educational Rights and Privacy (FERPA) Act of 1974, as amended. Students may set FERPA privacy restrictions using the SAGE gateway (<http://sage.brandeis.edu>).

Students who withhold disclosure of Category I information will not appear in the student directory published annually by the University. Brandeis University assumes that failure on the part of any student specifically to request the withholding of information indicates individual approval for disclosure.