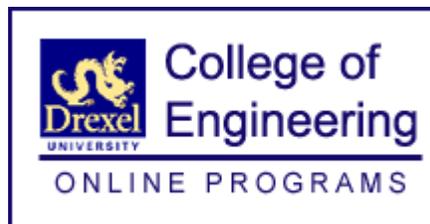




# **Engineering Management Program**



Program Manual  
2010-2011

# Preface

This document is meant to assist students during their tenure in the Engineering Management Program, and to aid them in adhering to the rules and regulations set forth by Drexel University. This document considers the M.S. students and provides detailed procedures required for the successful completion of this degree. Any questions arising from this information should be discussed with the administration of the Engineering Management Program.

**This program manual is subject to change without notice.**

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<b>Student Resource Center / Financial Aid (SRC)</b>	Phone: 215-895-2300 Website: <a href="http://www.drexel.edu/src">http://www.drexel.edu/src</a>
<b>University Book Store</b>	Phone: 215-895-2860 Website: <a href="http://www.drexel.bkstore.com">http://www.drexel.bkstore.com</a>
<b>College of Engineering (Main)</b>	Phone: 215-895-2210 Website: <a href="http://www.drexel.edu/coe">http://www.drexel.edu/coe</a>
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<b>Graduation Information (Registrar's Office)</b>	Email: <a href="mailto:degree@drexel.edu">degree@drexel.edu</a> <a href="http://www.drexel.edu/src">http://www.drexel.edu/src</a> , Current Students,

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**A. General Information on the Engineering Management Program**

The rules and regulations described herein pertain to the Master of Science (M.S.) in the Engineering Management Program as of January 2011. All students entering the M.S. program must follow the rules and regulations set forth herein. Students are reminded that in addition to these program rules, they must meet the requirements of the Graduate School of Drexel University as described in the current Graduate Curricula, which is available on the Provost's website.

1. Core Areas and Subject Areas

The Engineering Management Program offers the following three required **core areas** of which each consist of four three-quarter credit **courses** listed below:

<i>Core Area</i>	<i>Courses</i>
<b>Engineering Management</b>	<i>Engineering Management I</i> (EGMT 501) <i>Engineering Management II</i> (EGMT 502) <i>Managerial and Technical Communications</i> (EGMT 504) <i>Problems in Human Relations</i> (EGMT 581)
<b>Quantitative Analysis</b>	<i>Managerial Statistics I<sup>1</sup></i> (EGMT 571) <i>Managerial Statistics II</i> (EGMT 572) <i>Operations Research I</i> (EGMT 573) <i>Operations Research II</i> (EGMT 574)
<b>Economics, Financial Management, and Strategy</b>	<i>Economics for Engineering Management</i> (EGMT 531) <i>Financial Management I</i> (EGMT 535) <i>Financial Management II</i> (EGMT 536) <i>Problems in Engineering Administration</i> (EGMT 537)

These core courses total 33 quarter credits. Please note that both the Finance and Quantitative Analysis series courses build off the materials presented in each prior course, thus making prerequisites a requirement. (Example: Students must take

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<sup>1</sup> EGMT 572 requires as a pre-requisite, Managerial Statistics I (EGMT 571), its equivalent, or a passing grade on the Managerial Statistics Exam which is administered by the Engineering Management Program. Students may take EGMT 571, but credit for it is **not applicable** to the Engineering Management degree.

EGMT 531 before 535, and 535 before 536, etc.). An additional 15 quarter credits are required in an area of specialization as defined in section 2.

\*\*\*If a student wishes to waive Managerial Statistics I (EGMT 571) they must show that they have taken an equivalent course previously, and must take the Managerial Statistics Exam which is administered by the Engineering Management Program twice per year: in October and May. Contact the department for more information on registering for the exam. Please visit the following link for more information on the EGMT 571 Waiver process. <http://drexel.edu/egmt/programs/onlinemasters/EGMT%20571/>

## 2. Plan of Study (POS)

All students entering the Engineering Management program must file an approved M.S. Plan of Study. The plan of study must be filed at the earliest possible date since **the requirements for graduation will be those in effect at the time of filing**. Any changes or deviations from this plan of study that may affect the fulfillment of degree requirements must be approved in writing, in advance, by filing a new or modified plan of study. Failure to file a Plan of Study and failure to obtain prior written approval to make changes in it may result in non-acceptance of the un-approved courses fulfilling degree requirements.

## B. **Requirements for the M.S. Degree**

### 1. M.S. Degree Requirements

#### M.S. Courses

The minimum course requirement for the M.S. Degree is 48 quarter credits. Students may transfer **a maximum of 2 core courses (6 credits), and 3 elective courses (9 credits)** (equivalent to 10 semester credits) from approved institutions or 2 core courses (6 credits) and 3 elective courses (9 credits) from a previous M.S. at Drexel, provided they follow the rules and regulations described in the Drexel University Graduate Curricula. These 48 credits consist of the required 33 credits of core area credits (36 credits if EGMT 571 is required), defined in Section 1, and the remaining 15 credits of elective courses, described below.

Core Area Courses	33/36 credits
Elective Courses	15 credits
Total	48/51 credits

### 2. M.S. Elective Requirements

In addition to the required core courses, each M.S. degree candidate must complete 15 credits of elective courses. It is recommended that these credits all focus in a major area of interest (Project Management, Marketing, Entrepreneurship, etc). The elective courses required may come from any graduate-level course(s) in the engineering, business or other colleges for

which the student has adequate preparation (pre-requisites) and can obtain approvals from the appropriate college and the Engineering Management program.

If the student has a particular interest he or she wishes to pursue in a technology or management area and can satisfy the pre-requisites and departmental requirements, he or she is free to select any 6 to 15 credit sequence with the approval of the program administration. *A thesis is not required, but is an option.*

Typical or suggested areas of specialization or major course groupings are presented below as examples. These are only sample programs; the student may develop his or her own elective program with the approval of the program director. Note: All pre-requisites must be satisfied.

### **Electives Approved by the Engineering Management Program**

EGMT	605	R&D Management I
EGMT	606	R&D Management II
EGMT	607	Marketing for Engineers
EGMT	610	Engineering Ethics & Business Practices for Engineers
EGMT	620	Project Management for Engineering
EGMT	625	Project Planning, Scheduling & Control for Engineers
EGMT	635	Visual System Mapping for Engineers
EGMT	650	Systems Engineering Leadership
EGMT	652	Engineering Law
EGMT	660	New Opportunities Driven by Environmental & Sustainability Challenges
EGMT	685	Systems Engineering Management
EGMT	630	Global Project Management
BMES	509	Entrepreneurship for BMES

### **Business**

FIN	622	Financial Institutions & Markets
FIN	624	Risk Management
FIN	626	Investment Management
FIN	642	Business Conditions and Forecasting
MKTG	622	Buyer Behavior Theory
MKTG	650	Marketing Management and Strategy
MKTG	652	Marketing Information: Management and Research
MKTG	790	Seminars in Marketing Management
ORGB	625	Leadership and Professional Development
ORGB	631	Leading Effective Organizations
POM	601	Operations Management
POM	625	Advanced Supply Chain Management

STAT 634 Quality Planning & Control

**Civil Engineering**

CIVE 572 Project Scheduling

**Computer Science**

CS 520 Computer Science Foundations  
CS 521 Data Structures and Algorithms I  
CS 522 Data Structures and Algorithms II  
CS 550 Programming Languages  
CS 571 Programming Tools and Environments  
CS 575 Software Design  
CS 576 Dependable Software Systems

**Electrical Engineering**

ECEC 631 Principles of Computer Networking  
ECEC 632 Performance Analysis of Computer Networks  
ECEC 633 Advanced topics in Computer Networking  
ECEP 501 Power System Analysis  
ECEP 502 Computer Analysis Power Systems  
ECEP 503 Synchronous Machine Modeling  
ECES 511 Fundamentals of Systems I  
ECES 512 Fundamentals of Systems II  
ECES 521 Probability & Random Variables  
ECES 522 Random Process & Speculation Analysis  
ECES 523 Detection & Estimation Theory

**Mechanical Engineering & Mechanics**

MEM 591 Applied Engineering Analysis Methods I  
MEM 592 Applied Engineering Analysis Methods II  
MEM 593 Applied Engineering Analysis Methods III  
MEM 611 Conduction Heat Transfer  
MEM 612 Convection Heat Transfer  
MEM 621 Foundations of Fluid Mechanics  
MEM 622 Boundary Layers  
MEM 633 Robust Control Systems I  
MEM 634 Robust Control Systems II  
MEM 636 Theory of Nonlinear Control I  
MEM 637 Theory of Nonlinear Control II  
MEM 660 Theory of Elasticity I  
MEM 661 Theory of Elasticity II  
MEM 663 Continuum Mechanics  
MEM 666 Advanced Dynamics I

MEM	667	Advanced Dynamics II
MEM	711	Computational Fluid Mechanics and HT I
MEM	712	Computational Fluid Mechanics and HT II
MEM	721	Non-Newtonian Fluid Flow and Heat Transfer
PSY	614	Problem Solving and Creativity

3. Academic Evaluations/Standards

Continuation in graduate studies requires satisfactory progress towards a graduate degree. Evidence of such progress includes maintenance of a minimum 3.0 cumulative GPA each term. The progress of each student is reviewed each term. Failure to maintain the minimum 3.0 cumulative grade point average will result in placement on probation. Any student on probation must not only achieve a 3.0 cumulative GPA within two successive terms following the term in which the deficiency occurred, but also maintain at least a 3.0 term average in any term in which he/she is on probation. Failure to meet either of these requirements will result in dismissal from graduate studies at Drexel. Graduate students must have a minimum of 3.0 cumulative GPA in order to graduate.

**C. M.S. Procedural Requirements**

1. Student Status Requirements

a) *Non matriculated status*

Graduate students accepted as non-matriculated because they lack complete required admissions credentials are given the opportunity to remain in this temporary status until the completion of 12 credits while the required credentials are obtained. Students who wish to achieve a graduate degree must matriculate into a degree granting program as soon as possible, but no later than the completion of 12 credits. To accomplish this, all missing credentials (official transcripts, recommendations, etc.) must be sent to the Graduate admissions office for review. Non-matriculated students who do not wish to receive a degree are welcome to remain in this non-degree status indefinitely. Please be advised, however, that degrees are not conferred from this status. Furthermore, should non-matriculated students later desire to apply for full matriculation, only courses which are included in a departmental degree program, up to 15 credits, may be transferable.

b) *Provisional Student Status*

Masters students may be admitted on a provisional basis when the department feels that they show potential for success, but their undergraduate or previous graduate work does not meet regular admissions requirements or when the student does not have sufficient background in the chosen field. The provisional classification allows

students to prove their ability by taking up to 12 credits of courses within their discipline or those chosen for the student by their departmental graduate advisor. If the student meets all requirements and attains a cumulative GPA of at least 3.0 at the time of the completion of 12 credits, he/she is transferred into matriculated status by the Office of Graduate Studies (OGS). Inability to complete these requirements may result in dismissal from the graduate program.

2. M.S. Plan of Study

Students in the M.S. Program must complete and have approved by the Engineering Management Program Administration, a Plan of Study, which must be filed with the Engineering Management Program. This Plan of Study should clearly indicate how the course requirements cited above are satisfied and must also indicate any applicable transfer credits. Students not holding a Bachelor's degree in Engineering or a technically related field are required to complete undergraduate engineering courses in order to take graduate studies in the Engineering Management Program. These courses are not counted toward the required 48 credits for the M.S. degree. Such a program should be discussed with the administration.

3. Credit Duplication

No graduate course used for an undergraduate degree may be counted again for graduate credit.

4. Adding/Dropping/Withdrawal of Classes

A student may add or drop a course without signature or penalty via DrexelOne from the time web registration opens until the last day of the second week of classes. After that time frame, no student is permitted to add a class and a "Drop" becomes a "Withdrawal" which will be documented on the student's transcript. If a student is unable to add or drop due to a certain restriction within that time frame, the student must submit an Add/Drop/Withdraw form to the department following guidelines for adding/dropping classes as noted on the Student Resource Center ([www.drexel.edu/src](http://www.drexel.edu/src)) and Provost's ([www.drexel.edu/provost](http://www.drexel.edu/provost)) websites.

Refunds and credit for a drop/withdrawal depend on the date of the drop and the University Refund Policy.

5. Closed Course Sections

Permission to be enrolled in the course must be granted by the instructor of the course as well as the administration of the Engineering Management Program *in writing*. Not all such requests will be granted.

6. Audit Grading Option

Graduate students may audit a course when they wish to receive instruction in a particular area but do not wish to receive a grade or credit. This option is

only available to graduate students and may be added up to the last day of classes and before the final.

7. Registration – Active/Inactive Status and Reactivation

Registration is the process of enrolling for courses and satisfying financial obligations.

a) *Active/Inactive Status*

Graduate students are considered “Active” for the terms in which they are registered. They are considered “Inactive” when not registered for any term. Summer is excepted from this rule for all student classifications other than Ph.D. Candidates. Non-matriculated, provisional, post-baccalaureate, masters and post-masters students may be “Inactive” as their needs require. Please remember, however, that when contemplating “Inactive” status (not registering for a term or terms), time to completion requirements must be considered. The time to completion clock continues to run for “Inactive” students. If considering “Inactive” status, please notify the department of your plan. Also be aware that being “Inactive” for two consecutive terms may trigger a request for repayment of student loans. Students classified as Ph.D. candidates must remain on “Active” status (register for credits) each term until graduation.

b) *Reactivation after Inactive status*

Students who wish to register after being “Inactive” should contact the SRC (if less than one year on inactive status) or the department (if over one year on inactive status). Please be aware that to be reactivated, students must be in good academic and financial standing.

8. Time Requirements for Program Completion

Time requirements are placed on graduate programs of study to ensure that students receive instruction in, and graduate with, the most up-to-date, current knowledge available in their discipline. It is expected that all graduate students will be able to complete their degrees within the stated time requirements.

University policy provides that students who enter graduate study at the masters or post-baccalaureate level must complete their studies for the graduate degree(s) within seven (7) years after initial graduate registration. Those who enter at the post-masters level are permitted five (5) years after initial registration to complete the Ph.D. degree.

In unusual circumstances, students who find that these time requirements are inadequate due to special circumstances must discuss this with their advisor. Together they may request an extension prior to the end of the student’s stated time limit. Students requesting an extension should work with their advisor to develop a plan of study and a timeline for completion that is reasonable for the student. All formal extension requests must give a reasonable time of

completion with accompanying revised plan of study. Should an extension be required, please be aware that all courses will be reviewed for timeliness; some earlier coursework may need to be repeated.

Extension requests for master's students must be forwarded to the departmental graduate advisor who will make the final decision.

9. Class Attendance Policy

Preliminary class lists are available to the instructor/department representatives through BannerWeb prior to the beginning of each term, and reflect students enrolled in each course updated daily. The professor uses these lists to determine class participation and attendance.

10. Withdrawal from the University

Graduate students who may find it necessary to withdraw from the University should seek advisement from their departmental graduate advisor and their research supervisor as appropriate. Those whose circumstances require withdrawal should complete a "course drop" form for all registered courses in the appropriate term and write a letter of withdrawal to the Office of Graduate Studies.

Refunds of tuition and fees are processed by the Student Receivables section of the Comptroller's Office in accordance with the University's official tuition refund policy.

11. Tuition and General Fee Refunds/Credits Policy

As adopted by the University trustees, the following policy governs all refunds and credits. Billing statements for graduate tuition and the General Fee are issued monthly (full or part-time). In computing a refund for a student who withdraws during any given term, the value assigned to the term in which the withdrawal occurs is equal to the amount of all tuition and General Fee charges for that term. The effective date of withdrawal shall be the date of processing for an "Add/Drop" form or the date of receipt of a request for withdrawal.

The refund amount determined for the payment period is based on the date of withdrawal or other administrative action. The refund schedule identifies the percentage of refund due as the date of separation:

<b>Week</b>	<b>Amount Reimbursed</b>
Up 'til the End of Week 2	100%
Mon-Sunday of Week 3	50%
Monday of Week 4-Sunday of Week 5	25%
Monday of Week 6-end of term	0%

If a student's tuition and fees were paid in whole or in part by financial aid, the refund amount must be allocated to satisfy the requirements for refund of financial aid. Federal aid or Title IV Programs include Federal Stafford Loans.

Federal Stafford Student Loan amounts received for a payment period in which the student withdrew must be returned to the lending institution within 60 days of the withdrawal date.

Financial holds are assumed to occur at the end of the term, and that date is the date of student separation.

The Department of Education has issued regulations regarding the refund and credit calculation for all students attending an institution for the first time. After a student's first term at Drexel, the standard refund and credit schedules apply.

All questions regarding this policy should be directed to the Student Receivables department of the Comptrollers Office.

A tuition credit may be applied to the tuition charge of a subsequent term up to one year after the term in which the credit was granted. Use of the tuition credit may be extended for an additional year upon written request from the student. Tuition credits are not transferable to another student.

A student who drops all of his/her courses for tuition credit and does not enroll in the next term will be considered withdrawn effective the date of dropping the courses. If a student requests conversion of a tuition credit into a refund, the refund policy will govern the amount due the student.

## 12. Grades/Grading System

### a) *Auditing Grading Option*

A graduate student chooses to audit a course when they wish to receive instruction in a particular area but do not wish to receive a grade or credit. It is available only to graduate students and may be added up to the last day of classes and before the final. Tuition is charged the same as if the student were taking the course for credit.

### b) *Grades – End of term*

All grades are due in Student Banner no later than Wednesday at 12noon, following the last day of Final Exams. Where no exam is given, grades are due 72 hours after the last official scheduled meeting time for the course. Student grades are made available via DrexelOne.

### c) *Grades below "C"*

If a grade below “C” is earned, the student must re-take the course for graduate credit. Students must maintain a minimum cumulative GPA of 3.0 while on program, no exceptions.

d) *Grade Changes – Statute of Limitations*

Grades appearing on a student’s academic record may not be changed after one calendar year from the end of the term in which the grade was received. Final grades appearing on a student’s academic transcript cannot be changed after the graduation date.

Exceptions due to extenuating circumstances require approval of the academic dean of the department offering the course and the Associate Provost for Research and Graduate Studies. Changes requested to correct administrative errors require the approval of the Director of Student Information and Records.

e) *Grade not Reported (“NGR” Notation)*

An instructor who fails to report a grade for a student will cause an automatic notation of “NGR” to be recorded. This is not a grade, but a temporary indicator that requires prompt resolution leading either to the removal of the course from the student’s record or to the assignment of a grade. If a final grade is not reported by the end of the next calendar term, an administrative grade of “F” will be reported for the student and recorded on the student’s transcript. A “NGR” notation left unresolved at the end of one calendar year from the term in which it was placed will be an “F”. It will be calculated as a failure in the student’s GPA and is considered a permanent grade. Students are urged to check their record provided to them each term and follow up when required.

f) *Grade Point Average*

Grade point average is based upon the grade weighted by the credit hours for all courses taken at Drexel University while in graduate student classification; whether graduate or undergraduate, and whether part of a degree program or not. Only grades of C and above are acceptable in fulfilling graduate studies requirements in any plan of study.

Grade	Criteria	GPA Value
A +	97-100	4.00
A	93-96	4.00
A -	90-92	3.67
B +	87-89	3.33
B	83-86	3.00
B -	80-82	2.67
C +	77-79	2.33
C	73-76	2.00
C -	70-72	1.67
D +	67-69	1.33

D	63-66	1.00
D -	60-62	
F	59 or below	0.00

The letter grades are given for individual courses, and the grade points are used to compute grade point averages for each student at the end of each term, on both a term and cumulate basis.

g) *In Progress Grading*

In the case of thesis work or a special list of sequential courses, a grade of “INP” (in progress) will be recorded on the student’s transcript until SRC is notified that the coursework is complete.

A letter grade of “CR” (for credit) indicates completion of the coursework. When a letter grade is assigned, it will be included as the grade for all courses in the sequence; that means that the previous grade of “In Progress” will be replaced with a letter grade and the grade point average will be recalculated. If a grade of CR is awarded, no recalculation will take place.

h) *Incomplete Grade Contract*

At the discretion of an instructor, the grade of incomplete may be reported in place of a grade for any course in which the instructor deems that the work has not been completed. Effective for courses taken during or after Fall 1994/1995, graduate and undergraduate courses who are unable to complete part of the regularly assigned course work for a class and who wish to receive the grade of “I” (Incomplete) until such time as all unfinished work is completed must complete the “Incomplete Grade Contract.” The agreement is to be made only if there is a reasonable possibility that the student can complete the work within an agreed upon time limit, which must be in accordance with the University Policy and the statute of limitations governing grade changes (see section on “Statute of Limitations”) and when a passing grade will result from the completion of the work. The grade of “I” is assigned only after the Incomplete Grade Contract has been completed and signed by both the Instructor and the student and submitted to SAS by the due date for submission of grade for the term. If the agreements made in the contract are not met or if the “I” grade is not cleared in the time specified in the contract, the grade automatically becomes an “I/F” which is calculated as a failure in the student’s GPA and is considered a permanent grade.

Students are not required to complete an Incomplete Grade Contract for thesis, research or dissertation or for courses with an “INP” grading option. Unexcused absence from a final examination, absence from classes or retaking examinations, etc., in order to improve a grade do not qualify as reasons for granting an “I” grade.

The “Incomplete Grade Contract” is available from the SRC or in each department and Dean’s office to instructors only.

13. Second Masters Degree Policy

Students with a previously completed master’s degree from Drexel University may pursue a second master’s degree in the Engineering Management Program without the need to go through the admissions process again. Because the student has already completed a master’s degree at Drexel, he/she may transfer up to 15 credits from the first into the Engineering Management masters degree program, depending upon departmental requirements in the Engineering Management Program, and may therefore complete the Engineering Management Program with a minimum of 30 new graduate credits. Readmission into the Engineering Management Program is requested through the Director of the Engineering Management Program, with final approval by the Graduate Studies Office.

**Second Masters Degree for Students Who Have an MBA from Drexel**

Students with an MBA from Drexel University may pursue an M.S. in Engineering Management by completing 33 new credits constituted by six core courses (18 credits) and five elective courses (15 credits). The courses that students must complete to earn a second masters degree in Engineering Management are:

EGMT 501 Engineering Management I  
EGMT 502 Engineering Management II  
EGMT 531 Economics for Engineering Management  
EGMT 537 Problems in Engineering Administration  
EGMT 573 Operations Research I  
EGMT 574 Operations Research II  
Plus 5 elective courses

14. Dual Masters Degree Policy

Graduate students already enrolled in a master’s degree program at Drexel have the opportunity through the dual masters degree program, to work simultaneously on and to receive two masters’ degrees upon graduation. To be eligible, graduate students must be currently working on their first degree when requesting admission to the second. They must obtain approval from the graduate advisors of both programs and work out a plan of study encompassing coursework and/or research (thesis) credits for both degrees. Students may transfer as many as 15 credits from one program to the other, usually in the form of electives, and are therefore required to complete a minimum of 63 graduate credits in order to complete a dual masters degree program (the actual credit total may be higher, depending on each department’s requirements). Transferability of credits from one program to another will depend on acceptability by the programs.

The dual master’s student must complete the appropriate form, available from the

Engineering Management Program office, and obtain approvals from both graduate advisors. The Graduate Studies Office grants final approval. The student is then registered in both majors simultaneously.

Upon graduation, the student must indicate both majors on the application for Degree form filed with the SRC.

15. Transfer of Credits from Other Institutions

Acceptance of transfer credit from approved institutions is dependent on the pertinence of the work to the M.S. degree. Approval must be received from the Engineering Management Program in writing in order to transfer credit in towards the completion of the M.S. Degree. All transfer credit to be used toward the completion of the degree must be noted on the plan of study, and the student must provide an official copy of their transcript from the university where they took the credits.

Transfer credits are subject to the following restrictions:

- a) Transfer graduate credits are limited to the equivalent of 15 quarter credits.
- b) All transfer credits must have a grade of B or better, and the students overall average in all prior graduate work must be a minimum of B
- c) Transfer graduate credit must have been taken within the general time limit of seven years prior to receipt of the degree.

Students who wish to take a course at an approved institution during their time of study at Drexel to use toward their M.S. degree must receive prior approval from their graduate advisor. Approval must be obtained via a written request, which includes the course syllabus, course description and any other supplementary information.

16. Clearance of M.S. Candidate for Graduation

At the beginning of the expected quarter of graduation, the M.S. candidate will file an Application for Degree form (obtainable from SRC) with the Student Resource Center. SRC will then provide the student name and ID to the Engineering Management Program. The student's Drexel transcript will be checked against the Plan of Study for clearance. The Engineering Management Program then informs SRC of the clearance status of the student. The Engineering Management Program Director clears students for graduation. Requirement for graduation is a GPA of 3.0 or above and 48 quarter credits (not counting EGMT 571, Statistics I) constituted by 11 core courses (33 credits) and 5 elective courses (15 credits).