

College of Business PhD Handbook

Florida Atlantic University

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Overview

The Ph.D. in Business Administration program is an academic degree program offered by the College of Business.¹ Concentrations are available in Accounting, Finance, Management, and Marketing. The program has a very strong emphasis upon research. Attention is also directed to the development of the necessary skills conducive to excellent classroom teaching.

Summary of Degree Requirements

1. Complete the required basic tools, area of concentration, and dissertation courses
2. Satisfy research participation requirements
3. Pass the comprehensive exam in the area of concentration
4. Satisfy the doctoral dissertation proposal defense requirement
5. Complete and successfully defend the final doctoral dissertation
6. Be in good standing at the time of application for graduation (including completion and submission of all required forms)

The course requirements for each concentration are expanded upon in the supplemental sections of this handbook.

Program Milestones

The following milestones represent the faculty's expectation as to the latest that the key components of the degree requirements must be completed. Failure to meet these milestones is considered in the evaluation.

Completion of coursework	Fall semester of third year
Comprehensive exam	January of third year
Application for candidacy	Spring / summer semester of third year
Proposal defense	Summer semester of third year
Dissertation defense	Spring semester of fourth year

¹ The policies, guidelines, etc. contained in this document are not applicable to the Executive PhD if offered by the College of Business.

Advisors and Committees

The Director of the College of Business PhD Program and the college PhD Committee is responsible for oversight and overall administration of the program. The Department PhD Coordinators and the Department PhD Committee are responsible for the administration of the PhD program as it relates to the concentrations.²

The Graduate College Governance Document requires that each doctoral candidate have an advisor and a Supervisory Committee. These roles are fulfilled by the Department PhD Coordinator, his/her designee, the Department PhD Committee, and the student's Dissertation Committee, as discussed more fully in following paragraphs.

Director of the College of Business PhD Program

The Director of the College of Business PhD Program (the Director) is a Graduate Faculty member from the College of Business and is appointed by the Dean of the College. The Director's responsibilities include working with the Department PhD Coordinators supporting the PhD program, representing and advocating the PhD program and its students, recruiting incoming students, monitoring and streamlining the curriculum, reporting AACSB /BOG assurance of learning information, ensuring procedural issues are sound, and handling any other issues that pertain to advancing the PhD program.

College PhD Committee

The College PhD Committee consists of an Associate Dean, Faculty and Administration (or other designee of the Dean of the College), the Director, and the Department PhD Coordinators. The committee oversees the PhD program, sets policy and assists the Director as necessary.

Department PhD Coordinator

Each department offering a concentration in the PhD program has a Department PhD Coordinator. The Department PhD Coordinator is a Graduate Faculty member from the respective department and is appointed by the chair of the department (or director of the school). The department PhD Coordinator is responsible for monitoring the doctoral program on a day-to-day basis, advising, and carrying out related administrative duties.

Most students will have their closest contacts with the Department PhD Coordinator early in their experience with the program. After the first year or so, students will have most professional contact with their Faculty Advisor (see Faculty Advisors below). However, the Department PhD Coordinator continues to approve all courses a student takes throughout the student's program, works with the student to develop / modify a plan of study, makes decisions (in conjunction with the Department PhD Committee) about the student's continuation

² Concentration is synonymous with the name of the department / school offering the concentration. The terms are used interchangeably in this document.

throughout the program, approves the student's dissertation committee, and retains other responsibilities detailed below.

Department PhD Committee

The Department PhD Committee consists of at least three Graduate Faculty members from the department (one of which is the Department PhD Coordinator) and is appointed annually by the chair of the department. The Department PhD Committee serves the function of the Supervisory Committee up to the dissertation stage. As such, the Department PhD Committee is responsible for monitoring the student's academic progress, prepare, give, and evaluate the comprehensive exam, and evaluate student's performance on other program requirements prior to dissertation stage.

Faculty Advisor

The PhD Program is as much a program of individual mentoring as it is one of courses and predetermined requirements that apply to all students. During the first year or so, the student becomes acquainted with the faculty and with various specialties within the concentration through courses and assistantship assignments. Through discussions with the faculty and the student, the Department PhD Coordinator assigns each doctoral student a Faculty Advisor (or acts as the advisor him/herself) to guide the student in the details of independent research and the elective aspects of the course sequence. The Department PhD Coordinator reevaluates the assignment annually, or upon the request of the advisor or advisee.

The responsibilities of the Faculty Advisor include the following:

1. Supervise research projects as necessary
2. Provide general guidance to the student in regards to the student's overall teaching, academic and career development

The Faculty Advisor will strongly influence the student's program, dissertation, and early career. Students are likely to progress most smoothly through the program if they identify a Faculty Advisor relatively early in their program so that they can plan their research program details. The Faculty Advisor will be someone with the kind of substantial experience in research and theory in in the student's specialty that is needed to contribute to the field. The Faculty Advisor will also typically invite the student to do directed readings courses and collaborate in research projects that will develop knowledge beyond what can be done through usual scheduled courses. He or she will also make recommendations to the Department PhD Coordinator about advanced methods courses or courses outside of the business school and beyond those required of all PhD students.

Dissertation Committee

When ready to enter candidacy, the student is responsible for finding a faculty member to serve as the chairperson of the dissertation committee. In consultation with the chairperson,

the student will then contact additional faculty members to form a Dissertation Committee. The Dissertation Committee serves as the Supervisory Committee during the dissertation stage and is responsible for approval of the dissertation topic, evaluation of the dissertation defense, and approval of the final document. The Dissertation Committee consists of at least three Graduate Faculty members. At a minimum, the composition of this committee will include three Graduate Faculty members from the concentration department, one of which serves as chairperson. Any minor fields that the student has must also be represented on the Dissertation Committee. In unusual circumstances, leading scholars from outside the College or University may be included as members of a Dissertation Committee.

The Dissertation Committee cannot be formed until the student has completed all required courses and passes the comprehensive exam. After the Dissertation Committee is formed, the student must apply for candidacy to the PhD degree.

Admissions

Admission is based on criteria provided by the Graduate College and the College of Business (see their respective websites for additional details). Applicants indicate their intended concentration and admission decisions are then made by the Department PhD committee.

Annual Evaluation

The Department PhD Committee evaluates each PhD student at least annually. As part of this evaluation each student provides a report to the Department PhD Coordinator by the specified deadline. The format of the report varies by department, but will include progress on course work, current research activities, etc.

The Department PhD Committee will evaluate each student's progress toward completion of their degree within a timely fashion and provide feedback including an overall assessment. The student is considered to be in good standing with the following exceptions.

1. The student receives a course grade below a B or the overall GPA is below 3.0 (3.2 for Finance)
2. The student does not satisfy the research participation requirements
3. The student has more than one incomplete grade outstanding or has an incomplete grade outstanding that is not converted to a letter grade within one year following the end of the semester in which the incomplete grade is awarded
4. The student does not complete all courses in his or her plan of study within three academic years. This time limit may be extended if remedial course work is assigned by the Department PhD Committee
5. The student does not meet the milestones contained in this document
6. The student experiences a lapse in continuous enrollment; continuous enrollment is determined by the Graduate College and generally requires full-time student classification during the fall and spring semesters

7. The student is not in compliance with all published policies pertaining to the Program or the University

Upon receipt of an unsatisfactory evaluation, the Department PhD Committee may 1) recommend that the student be terminated from the program for severe deficiencies or continued unsatisfactory evaluations, or 2) provide the student the opportunity to remediate. If a student has the opportunity to remediate, the Department PhD Committee will specify the remedial work, and schedule timeframes for completion of incomplete work. The student will be informed in writing of any requirements for remedial work or deadlines for completion of incompletes or of a decision to terminate their continuation in the program. Failure to meet any of the deadlines provided to the student may result in a recommendation for dismissal from the program. All evaluations are also forwarded to the department chair for use in determining whether funding should be continued.

Research Participation

The student is expected to be developing a research stream throughout the PhD program. This includes developing research papers independently or with other students and faculty members for submission to journals and conferences. Students are also required to attend and **actively participate** in all of the following:

- Doctoral dissertation proposals and other PhD student research project presentations
- All faculty and guest speaker presentations sponsored by the department
- Any other meetings that students may be required to attend by the Department PhD Coordinator

The Comprehensive Exam

After the student completes the required concentration seminars and virtually all of the coursework, he or she must successfully complete a comprehensive exam. The content / format of the comprehensive exam is specific to the concentration and may be written and/or oral (see supplemental sections for more details). In general, the Department PhD Committee (or a department evaluation committee formed by the Department PhD Coordinator) evaluates the student's performance on the comprehensive exam and assigns an overall grade of pass, conditional pass, or unsatisfactory.

If the committee's assessment is "conditional", the committee may assign the student remedial course work (not to exceed three courses) or other remedial work. If the student successfully completes this remedial work, he or she automatically passes the comprehensive exam. If the grade is "unsatisfactory", the committee may, at its discretion, allow the student to repeat the examination in whole or part at a time to be determined by the Department PhD Committee. If

the committee decides that a second evaluation is unwarranted, the student is recommended for dismissal from the program. The same applies in the event that the student receives an unsatisfactory grade upon retaking the examination. The committee may, at its discretion, also assign the student remedial course work (not to exceed three courses) to be completed between the first and second examinations.

Dissertation

A PhD program, unlike an MBA or undergraduate program, is a process of developing world-class research skills and contributing substantially to the body of knowledge in management more than it is a process of completing a specific set of courses. The dissertation is designed to reflect an original contribution to knowledge in a student's specialty. The topic should be chosen carefully. The theory, methods, and industry chosen for study will strongly influence a student's early career after graduation.

The student is required to present a dissertation proposal to the faculty. Before the proposal is scheduled for presentation, the Dissertation Committee chairperson must recommend to the Department PhD Coordinator that the proposal can be presented. The presentation should take place by the end of the fall semester of the fourth year.

During evaluation of the proposal, the Department PhD Committee acts in an advisory capacity to the Dissertation Committee. The Dissertation Committee assigns a pass, conditional pass, or unsatisfactory grade to the proposal and provides the student feedback on the proposal. For conditional grades, the student is required to revise the proposal and submit the revised proposal to the Dissertation Committee Chairperson for evaluation within a set timeframe. For unsatisfactory grades, the student, at the Dissertation Committee's discretion, may be recommended for dismissal from the program or be required to revise the proposal and defend the revised proposal within a set timeframe.

The student is required to complete a dissertation based on the approved proposal. Upon completion, the student will defend the dissertation to the Dissertation Committee.

The student is also required to present to the faculty any "interview" paper prior to including the paper and any faculty recommendations in an application package sent to prospective employers. The interview paper is the student's research output that is commonly based on his / her dissertation. The student uses the interview paper to provide a sample of his / her research for others to evaluate in connection with faculty recruiting.

The dissertation and the dissertation defense are governed by the policies of the College of Business and the Graduate College.

Research and Teaching Assistantships

In exchange for receiving the university stipend and tuition waiver, PhD students are assigned an assistantship. Assistantships are intended to serve the dual purpose of developing teaching and research skills and providing students with financial support. At the time of writing, the work expectations are that a student on assistantship will be assigned the workload equivalent of teaching 3 courses during the year, or 20 hours per week per year, possibly with a mix of teaching and research assistantship duties. Typically, students are assigned to assist faculty in both teaching and research during the first two years and teach their own courses thereafter.

Teaching excellence and classroom experience are important elements of a doctoral education. Students are therefore required to take a Seminar on University Teaching and are encouraged to teach. The objective is to make the teaching experience a significant and useful one. For students on university stipend, students are currently expected to teach four of their eight semesters being funded by the university (this is subject to discretion of the Dean of the COB). The Department Chair makes teaching-related assignments in consultation with the Department PhD Coordinator and is also responsible for evaluating the teaching. Continued funding is jeopardized if the student is unable to satisfactorily fulfill their teaching obligation.

Additional paid assignments for teaching or other work within the University require written approval of the Department PhD Coordinator. The PhD program is a full time program. Employment outside the University tends to substantially delay program completion and is discouraged. When outside employment or excessive volunteer work interferes with a student's progress through the program, the Department PhD Committee may require the student to leave the program.

Files

All required forms must be submitted to the COB Graduate Advisors Office and Graduate College. It is the student's responsibility to present the appropriate forms to the relevant committee or individual for signature. As part of this, the student is required to complete their initial online plan of study (POS) at the Graduate College by the end of the first year. The POS is updated in the future to reflect any changes.

Approved by COB PhD Committee, February 19, 2018

Accounting Supplement

Tracks within Accounting

Upon admission to the accounting concentration program, students specialize in financial, auditing and/or accounting information systems research in one of two methodologies – Archival and Behavioral. Other tracks may be considered with the approval of the Accounting PhD Coordinator.

Required Courses^{3,4}

The COB requires from 78 to 90 credit hours (including dissertation hours) depending on individual program requirements. The specific course requirements for a PhD in Accounting as stated below are within this range.

Prerequisites to program (may be taken before or after admission)

- Masters degree (either an MBA, MS in Accounting, or MAcc) or equivalent with a minimum six graduate accounting courses
- College-level Calculus, Matrix Algebra, Accounting Theory, and Graduate Communications (the communications course may be required based on verbal GMAT / GRE score and/or ESL)

Foundation Courses (9 hours)

- Advanced Accounting Theory (ACG6135)
- Advanced Microeconomics (ECO6115)
- Advanced Mathematical Economics (ECO6403)

Statistical and Quantitative Tools (12 hours)

- Research Methods I (QMB7565)
- Advanced Econometrics (ECO6426)
- Statistics and Quantitative Tools Electives (6 hours of approved courses)

Accounting Seminars and Qualifying Research Project (21 hours)⁵

- Scientific Method in Business (ACG7884)
- Seminar in Capital Markets in Accounting (ACG7896)
- Seminar on Financial Accounting (ACG7145)

³ Only 6000 and 7000 level courses fulfill course requirements unless prior approval is obtained from the Coordinator. In addition, the student's plan of study must also meet University requirements. Currently, the University requires 80 credit hours beyond a baccalaureate degree.

⁴ Course offerings vary and it is sometimes necessary to use substitute courses in lieu of required ones. All substitutions must be approved in writing by the Accounting PhD Coordinator. Substitute courses must be comparable to those required, and prerequisites for required courses cannot be used as substitutes or electives.

⁵ The nature of these courses may change from time to time based on the faculty involved in the program.

- Seminar on Auditing (ACG7646)
- Seminar on Accounting Information Systems (ACG7415)
- Seminar on University Teaching (BTE7175)
- Qualifying Research Project (ACG7916)

Supporting Areas (9 hours)

- The supporting or minor area program consists of doctoral / graduate level courses (a minimum of 6 hours must be doctoral seminars). The courses are based on the track selected by the student and the minor program must be approved by the student's Faculty Advisor and the Accounting PhD Coordinator.

Advanced Research in Accounting / Dissertation (30 hours)

- Advanced Research in Accounting (ACG7978, 3 hours) - Study for comprehensive exam
- Advanced Research in Accounting (ACG7978, 9 hours) - Prepare dissertation proposal
- Dissertation in Accounting (ACG7980, 18 hours) – Complete dissertation

Qualifying Research Project

By the end of the summer following the student's second year, he or she must submit to the Accounting PhD Coordinator the qualified research project (QRP). While it is not required, the QRP may represent the completion of a project started in a second year seminar. Requirements for this paper are as follows:

1. It must be scholarly work and represent the creation of new accounting knowledge and should be suitable for submission to an American Accounting Association meeting
2. The research topic must be approved by the student's Faculty Advisor
3. Guidelines for Authors from a major refereed accounting journal should be used for format, etc. (for example, *The Accounting Review*)
4. The student must present this paper to the faculty and PhD students within two months after it is submitted

A student using empirical / archival methodologies for the QRP must submit a complete working paper prior to the presentation. However, the SOA Qualifying Research Project Policy (Adopted September 12, 2014 by SOA PhD Committee) acknowledges that the IRB requirement for behavioral / experimental research as well as the emphasis on properly preparing the instrument necessitates expended time and therefore establishes the required level of completeness before the student can present the QRP to the SOA faculty. Therefore, a student conducting a QRP using behavioral / experimental methodologies has two options. First, the student may submit a complete working paper prior to the presentation (same as for empirical / archival research). Second, the student may submit a proposal prior to the presentation. The proposal should be a substantially complete working paper absent the data collection and analysis, and will include the proposed instrument prior to IRB approval and

detail of hypothesis tests to be performed. Finalization of the instrument and hypothesis tests to be performed will therefore benefit from vetting in front of the faculty prior to IRB approval. The SOA PhD Committee's evaluation of the QRP is based on this proposal. If this option is selected, the student is expected to submit a complete working paper including the data collection and hypothesis tests within 6 months of the QRP presentation. The grade is provided after submission of the completed working paper.

After the presentation, the SOA PhD Committee evaluates the paper and presentation and assigns a pass, conditional pass, or unsatisfactory grade. If the SOA PhD Committee provides a conditional pass, the SOA PhD Committee may 1) require the student to complete additional follow-up work and submit it to the Accounting PhD Coordinator or 2) require the student to take a writing or communications course. The writing or communications course would be required in the event the student's communications skills are deemed insufficient. If the SOA PhD Committee concludes that the paper and presentation are unsatisfactory, the student may be recommended for dismissal from the program. The SOA PhD Committee, at its discretion, may provide the student a second opportunity to submit and present a revised QRP.

Comprehensive Exam

The SOA Comprehensive Exam Policy (adopted June 22, 2014 by SOA PhD Committee) provides guidance for the comprehensive exam. The comprehensive exam consists of a written and oral portion and is administered on a cycle based on the accounting doctoral seminars. Students are to take the exam following the completion of their last accounting doctoral seminar as follows:

Semester of last accounting doctoral seminar	Expected timing of comprehensive exam
Fall	Mid-February
Spring	Mid-June

The actual dates for the written and oral portions of the exam are determined by the Accounting PhD Coordinator.

Written Exam

The written portion of the comprehensive exam will consist of four to five questions that are based loosely on the accounting doctoral seminars. The Accounting PhD Coordinator solicits questions from committee members and doctoral seminar instructors, assemble an exam, and request feedback from the committee members. The Accounting PhD Coordinator is responsible for the final make-up of the exam.

Students are allowed eight hours to complete the written portion of the exam. Whether the exam is given over one or two days is at the discretion of the Accounting PhD Coordinator.

Individual Instructions for Grading

Please grade whichever questions you feel comfortable grading. However, I expect that each of you will grade at least two questions as I want at least two graders per question.

For each question, please assign a grade ranging from 4 (good) to 1 (failing), as shown in the grading scale below (**whole number only**). A minimum grade of three is required for passing.

- 1 **FAILING** – answer is inadequate and contains substantial flaws
- 2 **MARGINAL** – answer requires clarification
- 3 **PASS** – answer is sufficient
- 4 **GOOD** – answer is complete and thorough

Please report your preliminary numerical grades and any additional comments you wish to make to the Accounting PhD Coordinator. Fractional grades will be truncated to the lower whole number.

Grading Outcomes

Each question on the written exam must be graded by at least two faculty members. The average score per question on the written exam is determined. Based on a review of the average scores for each question, the committee takes one of the following actions.

Assigns a **Pass** if the average grade for every question on the written exam is 3 or better. In this situation the oral exam is congratulatory and, the student is not asked any questions.

Assigns a **Conditional Pass** to the written exam if the average grade for one or more questions is at least 2, but less than 3 (marginal), no question receives an average grade below 2, and the committee determines that an opportunity to clarify the marginal answers is warranted. If the committee is satisfied with the oral responses on the marginal answers, the student is assigned a **Pass** for the comprehensive exam. If the committee is unsatisfied with the oral responses on the marginal answers, additional work is assigned. If the additional work is satisfactorily completed within the time allowed, the student is assigned a **Pass** for the comprehensive exam. Otherwise, the student is assigned a **Fail** (see failing grade below).

Assigns a **Fail** if the conditions for a pass or conditional pass are not met. In this situation, the oral exam is not administered and the student must retake the complete exam at the next offering. The combination of the written and oral portion of the retake exam must be evaluated as a pass (additional work is not an option).

Finance Supplement

Required Courses

PhD students in finance typically take 57 credit hours of coursework prior to taking dissertation credits. If you perform well in all of your courses while taking the full load each semester (including in the summer), you should complete all of your course requirements over a period of 2.5 years.

The list of required courses is provided below. Notice that there are 20 courses listed, but you can skip FIN 6806 if you already had the financial management (corporate finance course) at the MBA level. For any other courses on the list that you had in your master's program, a substitute course will be required in place of the course that you already had.

Tools Courses – 18 hours

- QMB 7565 Research Methods
- ECO 6403 Advanced Mathematical Economics
- ECO 6426 Advanced Econometrics
- ECO 6424 Topics in Econometrics
- ECO 6115 Advanced Microeconomics
- BTE 7175 Seminar on University Teaching

Finance Courses – 33 credit hours

- FIN 6515 Investment Management
- FIN 6246 Financial Markets
- FIN 6436 Financial Management & Investment Decisions
- FIN 6537 Risk Management
- FIN 6605 Multinational Finance
- FIN 6806 Corporate Finance
- FIN 6804 Financial Theory
- FIN 7247 Seminar in Capital Markets
- FIN 7449 Seminar in Corporate Finance Theory
- FIN 7527 Seminar in Investments
- FIN 7932 Seminar in Current Financial Research: International Finance

Elective Courses – 6 credit hours

Two elective courses are required. Students are encouraged to pursue elective courses that would provide the best complement to their other skill sets. The elective courses must be approved by the Finance PhD Coordinator.

Developing Teaching Skills

In your first or second semester, you will be assigned 10 hours per week to develop your teaching skills, and this will replace 10 hours of your research assistance assignment in that semester only. In that semester, you will be assigned by Dr. Zarruk to sit in on a course (FIN 3403) the entire semester that is taught by a professor. You can learn a lot from monitoring HOW an experienced faculty member teaches, even though you will likely have your own style

when you teach. Since you are getting paid 10 hours per week in that semester to develop your teaching notes, you need to do this assignment in order to retain your assistantship. You will be asked to submit your notes to the PhD Finance advisor and/or to a faculty member for whom you are working on a periodic basis. Your development of teaching notes will allow you to be more prepared when you are assigned to teach courses in the future.

Before your first semester begins, ask the department chair for:

1. a copy of the FIN 3403 textbook and teaching supplements like an instructor's manual, which he will provide to you for free.
2. a copy of the model syllabus for that course that you would follow when you teach in the future. It shows the allocation of time toward various finance concepts. You should obtain this now, because it can guide you as you develop your teaching notes for FIN 3403. Dr. Zarruk may also have some other advice for you regarding the development of your teaching skills.

Teaching Assignment

PhD students are commonly expected to teach courses as a condition of their assistantship, and must be able to clearly communicate to undergraduate students when teaching courses. The transition from research assistant to teaching commonly occurs in the second year. If PhD students are unable to clearly communicate as part of their teaching requirement, they could lose the assistantship.

You may be assigned teaching assistant work for a very large class, in which you would cover duties such as answering questions by students at office hours or in a finance lab with smaller groups of students.

If you are assigned to teach courses, the teaching load is typically a total of three courses over the fall and spring semesters, such as 1 in fall and 2 in spring, or vice versa.

If you are assigned to teach a class, you are expected to teach the content specified in the model syllabus. This is important because it ensures that all undergraduate students are receiving the proper content so that they have the background to perform well in higher level finance courses. You are expected to show up and be on time for each class, and to maintain standards. You are expected to give exams and grade them on timely basis. You should not make the test bank or an instructor's manual accessible to students because other faculty members may be using them for exams and graded assignments. At the end of the semester, you should assign grades that are in line with the demonstration of knowledge by the students. Your syllabus should communicate the general schedule of the classes, and the exam dates, and the weighting of all specific tasks (such as a required paper or class participation) that you use when assigning your final grades.

There is a set of teaching tips that was created by the finance department. PhD students can obtain this list from the finance Dept. Chair or the advisor to finance PhD students.

Comprehensive Exam

The comprehensive exam is offered to students who are in good standing, are nearing the completion of their course work, and do not have any incomplete course work from previous semesters.

The advisor for finance PhD students notifies students about the date of the written exam, the general format of the exam, and faculty participants who make up the exam. Students should make sure that they are available on the date in which the comprehensive exam is scheduled. If students finish their course work in the fall of their third year, they would likely take the exam in December of that semester in which they are completing the course work, or possibly in early January.

The exam normally focuses on content from the PhD seminars. The exam is typically scheduled for 2 days, 4 hours each day, although the specific format can change. The exam is typically created and graded by faculty members in the department of finance who have most recently taught the PhD seminars to the students who are taking the exam. Students can contact those faculty members who are making up the exam to inquire about the format of the exam, and the material that they should study for an exam. The faculty members who grade the exam will attempt to complete the grading within three weeks after the exam.

Students who do not pass the exam (or a portion of the exam) will be expected to completely retake a new comprehensive exam, a portion of the exam, an oral exam, or some combination, depending on the specific situation. If a student is required to retake all or part of the written exam, the second written exam will be offered within three months. If a student fails the written exam a second time, the faculty involved in the grading of the exam along with the Finance PhD Committee will decide whether the student should be allowed to take the exam a third time. They may require various conditions that a student must meet before taking the written exam a third time, such as retaking specific course work.

If students receive a marginal pass on the written exam and showed specific deficiencies on their exam (for example, very weak performance on a specific topic that was an integral part of the exam), they may be required to take an oral exam. The oral exam will normally be offered within three months of the written exam.

One or more of the faculty members who grade the written exam conduct the oral exam, and also grade this exam. The general content of the oral exam will be communicated to the student near the time that the oral exam is scheduled. The content of the oral exam is focused to ensure that the student eliminates specific deficiencies that were detected in the written exam.

If a student fails the oral exam, a second oral exam will be scheduled within three months of the first oral exam. If the student fails the second oral exam, the faculty members involved in the grading of the exam along with the Finance PhD Committee will decide whether the student should be allowed to take the exam a third time, or would have to retake the written exam.

Management Supplement

Required Courses

Research Methods Courses

Management Ph.D. students are required to take a minimum of four research methods courses. The College and University offer courses in statistics and data analysis. A number of these are designed for all Ph.D. students in Management. Students take four methods courses in the College. The four courses are as follows:

- QMB 7565 Research Methods I
- QMB 7566 Research Methods II
- QMB 7567 Measurement Design and Evaluation
- (Course # varies) Structural Equation Modeling

A student may be required to take additional methods courses (e.g., econometrics, advanced psychometrics, etc.) depending on the professional requirements of their specialty.

Management Concentration Major Courses

The purpose of these courses is to provide an understanding of the core areas of the management field. Students are required to take the following three courses:

- MAN 7275 Organizational Behavioral Management
- MAN 7207 Organizational Theory
- MAN 7729 Strategic Management Seminar

Specialties within the Management Major Concentration

Students will develop an individualized program of study including seminars and independent study courses designed in consultation with their Faculty Advisor and with the approval of the Management Ph.D. Coordinator. These may include a combination of seminars offered in the Management Department, seminars offered elsewhere in the College of Business, and seminars offered elsewhere in the University. The objective of taking these courses is to develop the literature knowledge base to conduct research in a particular specialty. Examples of specialty courses in management designed for Ph.D. students that have been offered in the past include:

- MAN 7002 Industrial Organizational Psychology
- MAN 7931 Leadership
- MAN 7685 International Organizational Studies

Doctoral students may take MBA courses with approval of the Management PhD Coordinator and with assignments adapted to reflect the particular research interests of a Ph.D. program. Among the MBA courses in Management that Ph.D. students have found useful in recent years are:

- MAN 6614 International Business Operations
- MAN 6615 Managing Effectively in Emerging Market Economies

Seminars and individual directed studies in management are typically taught under the following course designations:

- MAN 6905 Directed Independent Study
- MAN 7931 Special Topics in Management

These two courses can be taken multiple times for different special topics.

Doctoral students typically take courses in other departments of the College of Business and in other colleges of the University. Decisions about taking such courses are made based on the needs of each student with the advice of the student's Faculty Advisor and the approval of the Management Ph.D. Coordinator.

When the Management Ph.D. Coordinator, in consultation with the student's Faculty Advisor, has determined that the student has completed the coursework needed to prepare for the comprehensive examination, MAN 7978 is used to study for the comprehensive examination. When used for this purpose, the student will receive an incomplete (I) grade until the comprehensive examination is successfully completed or the student leaves the program. At that point, the Management Ph.D. Coordinator, in consultation with the student's Faculty Advisor, will assign a grade for those incomplete courses.

- MAN 7980 Dissertation Research

Successful progress in dissertation research courses is reflected in grades of Satisfactory (S).

Program Sequence

Following is a typical sequence of courses and professional development activities for an ordinary four-year doctoral program.

1. First year, fall semester

Management doctoral seminar (e.g., MAN 7275 Organizational Behavioral Management)

QMB 7565 Research Methods I

MAN 7640 Scientific Method in Business (offered by Marketing or Accounting)

Other major non-course activities:

Identify and confer with faculty having similar academic interests

Begin reading literature related to a possible specialty

Typical assistantship assignment: Assist faculty with teaching and research

Attend SMA meeting and new doctoral student consortium

2. First year, spring semester

Management doctoral seminar (e.g., MAN 7207 Organizational Theory)

QMB 7566 Research Methods II

Even years: Advanced seminar (e.g., SOP 6079 Advanced Social Psychology)

Odd years: MAN 7567 Measurement Design and Evaluation

Other major non-course activities:

As for fall semester

Submit papers to Academy of Management and Southern Management Association

Apply to attend the Academy of Management New Doctoral Student Consortium in August

3. First year, summer term

Possible Elective seminar or directed readings

Focus on specialty; work on projects, papers with professors

Other major non-course activities:

As for fall and spring semesters

Select a faculty advisor

Attend Academy of Management New Doctoral Student Consortium (August)

4. Second year, fall semester

Management doctoral seminar (e.g., MAN 7721 Strategic Management Seminar)

ACG 7935 Doctoral Seminar in Teaching

MAN 7931 Structural Equation Modeling

Advanced seminar (e.g., ECP 6405 Advanced Industrial Economics)

Other major non-course activities:

Assistantship assignment: Teach your own courses and serve as an RA

Work toward preparing publishable papers in your specialty

5. Second year, spring semester

Management doctoral seminar (e.g., MAN 7002 Industrial Organizational Psychology or MAN 7685 International Organizational Studies)

Advanced seminar (e.g., MAR 7806 Developments in Marketing Thought & Theory)

Even years: Directed Independent Study

Odd years: QMB 7567 Measurement Design and Evaluation

Other major non-course activities:

Assistantship assignment: Teach your own courses and serve as an RA

Over the holidays, revise a course paper for submission to the Academy of Management, Academy of International Business, or Southern Management Meetings; get comments, revise, and submit the paper

As for fall semester

6. Second year, summer term

Possible Elective seminar or directed readings

Focus on specialty; work on projects, papers with professors
Study for comps

Other major non-course activities:

Assistantship assignment: Teach your own courses

Finalize manuscripts for conference and journal submission

Finalize specialty topic

Confer with your Faculty Advisor to finalize plans for comps.

7. Third year, fall term

Possible repeat of earlier courses as part of comprehensive exam preparation

Nine hours for comp studying and/or additional course work, take comps

Prepare drafts of dissertation proposal

Other major non-course activities:

Assistantship assignment: Teach your own courses and serve as an RA

Finalize manuscripts for conference and journal submission

8. Third year, spring term

Nine hours of comps studying credits, or 9 hours of dissertation credits.

Complete and defend dissertation proposal

Other major non-course activities:

Assistantship assignment: Teach your own courses and serve as an RA

Revise for journal submission papers previously presented at conferences

Submit a paper to the Southern Management Association meeting

Apply to an Academy of Management Doctoral Consortium in your area of interest

9. Third year, summer term

Work on dissertation

Other major non-course activities:

Assistantship assignment: Teach your own courses

Present a paper at the national Academy of Management meeting

Interview at the Academy meeting for positions

Attend the doctoral consortium in your specialty area at the Academy meeting

Revise for journal submission papers previously presented at conferences

10. Fourth year, fall term

Nine hours of dissertation credits

Other major non-course activities:

Assistantship assignment: Teach your own courses and serve as an RA

Revise for journal submission papers previously presented at conferences
Interview for positions

11. Fourth year, spring term
Nine hours of dissertation credits
Prepare and defend dissertation

Other major non-course activities:
Assistantship assignment: Teach your own courses and serve as an RA
Sign a contract accepting a position

Comprehensive Exam

The Comprehensive Exam is a major point of transition between course work and dissertation work. Developing the theory and research skills needed to move on to independent dissertation work requires more than completing a specific set of courses. The Management Ph.D. Coordinator will organize and administer Comprehensive Exams in collaboration with the student's Faculty Advisor. It will be designed, administered, and evaluated together with an Exam Committee (selected by the Management PhD Coordinator in consultation with the student's Faculty Advisor) consisting of the faculty who regularly teach in the areas covered in the exam. As part of the Comprehensive Exam process, the Management Ph.D. Coordinator in consultation with the student's Faculty Advisor will review each student's program to that point, determine what additional courses and research experiences are needed before the Exam is scheduled, see that the Exam is conducted properly, coordinate the grading of the Exam, and determine any further work needed before the student begins focused work on his or her dissertation.

Through the Comprehensive Exam, a student's Exam Committee should satisfy itself that the student has demonstrated the following qualifications:

1. Mastery of the subject matter of fields represented by course work in the degree program;
2. Adequate knowledge of the literature in these fields;
3. Demonstrated ability to go beyond the literature and provide creative ideas in a given area

To pass this examination, students must be familiar with field development and current literature, especially the theoretical and research-based literature in scholarly journals. *Whereas much of this literature is likely to have been covered in courses, the student's Faculty Advisor and Exam Committee will make recommendations to the Management Ph.D. Coordinator about what, if any, additional individual study or coursework is needed. The coverage in the comprehensive exam extends beyond the content of any specific courses.* In particular, students, as part of the comprehensive exam preparation, are often encouraged to

sit in again on one or more of the doctoral seminars they took when they joined the program. Those whose progress through the program has been delayed may be asked to update their familiarity with the literature covered previously in their course work.

Nature of Management Major and Research Methods Examination. Comprehensive exams will be administered once each September, January, and April. The Exam will be conducted over a three day period, with a one day “break” in between the two exam days. For example, a student may

The first day of the exam focuses on aspects of the field common to any management student regardless of the student’s particular research interest. Typically, the first day contains a minimum of four questions:

1. One question from each of two of the following areas: organizational behavior, organizational theory, and strategy. These areas are broadly defined to include the current state of literature in these fields, not restricted to the syllabi of any specific course or courses. The two areas covered on the first day will be those that are least related to the student’s particular research interest (the area most closely related to the student’s research interest will be integrated with the questions about the student’s degree plan of study on the second day).
2. A research methods question.
3. An applied research methods question (which may be tailored to the student’s particular research interests).

The first day includes six hours of examination time: 9:00 AM to 12:00 noon, and 1:00 PM to 4:00 PM with one hour for lunch from 12:00 noon to 1:00 PM.

The second day of the written exam contains questions tailored to the student’s degree plan of study. Typically, the second day contains a minimum of four questions. The second day also includes six hours of examination time: 9:00 AM to 12:00 noon and 1:00 PM to 4:00 PM with one hour for lunch from 12:00 noon to 1:00 PM.

Procedures. At the time a student is ready for the Comprehensive Exam, the student’s Faculty Advisor contacts the Management Ph.D. Coordinator. The Management Ph.D. Coordinator will coordinate such activities as soliciting examination questions, scheduling the examination rooms, and arranging faculty to grade answers.

The specific topic areas to be covered in the Comprehensive Examination will be stipulated by the Management Ph.D. Coordinator with advice from the student’s Faculty Advisor. The areas to be covered on the exam will be clearly communicated to the student at least one month prior to the exam.

Grading, evaluation, and follow-up. Answers to each question will be independently evaluated by two faculty members, usually the one who prepared each question and another

with expertise in the subject matter of the question. The evaluation scale for each question will be pass, request further response, or fail.

Differences in grading between the two evaluators will be reconciled by discussion between them. In cases where the evaluators are unable to agree, the Management Ph.D. Coordinator has the discretion to make a decision or appoint a third reader as “tie breaker.”

Any question for which the grade is other than “pass” will be accompanied by specific instructions for further work. Students will ordinarily sit again for exams at the next scheduled exam administration. A “request further response” grade will typically require further clarification of the same question. A “fail” grade will require further reading, study, or course work followed by a retaking of the portion of the exam that was not passed (generally with a new question or questions). A student will be allowed one retake of the exam and must satisfactorily complete all of those portions that were not initially satisfactory. Under extraordinary, extenuating circumstances the Management PhD Committee may consider granting additional time.

Successful completion of the comprehensive examination and completion of the College’s and University’s administrative requirements for admission to candidacy is the point at which a student is considered to have completed all courses and to be doctoral candidates. By custom in the field, students at this point are ordinarily referred to as “ABD” (All But Dissertation).

Annual Reports and Progress Evaluations

The Management Ph.D. Coordinator and the Management Ph.D. Committee will review the progress of all Ph.D. students each academic year. Students are to provide the Management Ph.D. Coordinator and their Faculty Advisor with a report on the second Friday in May that includes the following information:

1. A current academic Vita including courses taught, presentations and publications accepted, and manuscripts under review.
2. A list of all courses taken in the program and the grades received. Details explaining any incompletes or grades lower than “B” and specific plans for when and how the deficiencies will be corrected.
3. A list of all courses in which they are currently enrolled.
4. A paragraph explaining the student’s specialization within the program.

By the first Monday in June, each student’s Faculty Advisor will provide the Management Ph.D. Coordinator with an evaluation of the student’s progress in the program, and a recommendation for continuation or termination. The Management Ph.D. Coordinator will distribute the reports and evaluations to the Management Ph.D. Committee. A vote will be taken in the committee to make a decision about continuation of assistantships and continuation in the program for each student.