

GRADUATE STUDENT POLICIES

for the Doctor of Philosophy Degree Department of Management Bauer College of Business University of Houston

1.00 INTRODUCTION

The following policies and procedures have been adopted by the Department of Management for the Doctor of Philosophy (Ph.D.) degree program in Management (MANA) and supersede all prior Department policies and procedures pertaining to this program. These policies and procedures shall be applied beyond those required by the Bauer College of Business (BCB) and the University of Houston. College and University policies shall take precedence over Departmental policies in the case of direct conflict.

1.10 Program Description

The program of study leading to a Ph.D. in Management is designed to produce outstanding scholars and teachers who possess an understanding of individual, social, and organizational phenomena in the management of complex organizations with considerable depth of understanding in an area of specialization of their choosing. The program is research oriented and aimed at developing the necessary skills within the students to enable them to conduct and disseminate sound research furthering our understanding of management.

1.11 Skill Development - Research

First and foremost, the Ph.D. degree is certification that the individual has acquired the necessary skills to conduct basic and applied research of publishable quality that adds to our collective and cumulative knowledge base. Acquiring these skills is a two-fold process. First, the individual must have mastery of the relevant existing literatures describing prior research. This mastery is obtained through required and elective coursework and through the student's independent and in depth examination of existing research within these literatures. Second, the individual must have developed the necessary skills in research methodology to design and conduct original research that extends these literatures. In part, methodological skills are acquired in specific courses dedicated to research design and statistical analyses. To a larger degree, however, methodological skills are acquired by the actual conduct of research.

The doctoral dissertation, the final requirement of the doctoral program, provides one opportunity to design and conduct original research. However, it is the policy of the Department of Management to require and encourage additional research experiences that precede the dissertation. Only through an ongoing immersion in the research process can the student benefit from a variety of experiences. Additionally, such activities provide the potential for establishing a record of research productivity that distinguishes the individual early in a career.

Formal pre-dissertation research opportunities take place within the contexts of a directed research experience starting in the first year and a Research Assistantship (RA) appointment. Each of these experiences are intended to allow students to become involved in and pursue research activities that are expected to result in single or joint authored presentations and publications.

1.12 Skill Development - Teaching

Thorough knowledge of the academic literature of a content area, course design, teaching style, and pedagogical techniques are all necessary for success in the classroom. Therefore, all management doctoral students are required to teach at the undergraduate level to gain valuable teaching experience.

All management doctoral students will teach at least one course after completing their Comprehensive/Specialty examination. Students may be required to teach other courses in lieu of 10 research assistantship hours. Doctoral students are evaluated and mentored in their teaching by a number of members of the department (see 4.40 below). Students may be given the opportunity to develop and teach new courses tied to their specific interests at the discretion of the Department Chair.

1.13 Full-Time Requirement

For the typical student, the program requires a full-time commitment of at least four years. The financial support provided by the Research Assistantship requires that employment (on or off campus) beyond the assistantship is prohibited. Only through exclusive commitment and substantial daily interaction with faculty and other graduate students can the student obtain the necessary skills to successfully meet the demands of a future academic appointment.

2.00 ADMISSION REQUIREMENTS

The BCB admission requirements represent the minimum criteria for a candidate to be considered for admission to the Ph.D. program in Management. Having achieved these minima, the candidate's application will be reviewed by the Department of Management's selection committee. This committee will be comprised of at least three tenure-track faculty members of the Department of Management, one of whom will be the Doctoral Program coordinator. The coordinator will chair this committee. The committee will assess the potential of the applicant by examining prior scholastic achievements and work experience, scores on either the GMAT or GRE tests, and recommendations from academic and other sources. In addition, applicants must have taken a college statistics course within the last five years prior to entering the program. Congruence between an applicant's areas of interest and those of currently active faculty members will also be considered in admission decisions. An admission decision reflecting committee input, available departmental resources, and the willingness of a faculty member to serve as a mentor for an applicant for at least the first year will be made jointly by the Doctoral Program Coordinator and the Department of Management Chairperson. Under most circumstances, applications will be processed in the early spring. Admitted students will begin coursework in the following Fall semester.

3.00 PROGRAM OF STUDY

3.10 Management Major Field Courses

Twenty-one credit hours in Management and Management-related areas must be taken by all Management doctoral students. These courses are:

MANA 8330: Seminar in Management Research

MANA 8331: Seminar in Organizational Theory

MANA 8336: Seminar in Organizational Behavior and Management Theory

MANA 8380: Seminar in Strategic Management

MANA 8340: Seminar in Human Resource Management

An elective course focusing on micro- or macro-management issues (options in section 3.13 below)

MANA 8695: Teaching Practicum

3.11 Research Courses

Students must complete twelve hours of research courses. These courses are:

MANA 8345: Design and Implementation of Research Methodologies

MARK 8349: Multivariate Methods in Marketing

PSYC 7305: Structural Equations

PSYC 7306: Advanced Statistics: Multilevel Modeling

3.12 Supporting Field Courses

Students must complete a minimum of nine hours of courses in areas that support their academic goals. These should consist of 7000- and 8000-level courses, and will be chosen by the student in consultation with either their Advisory Committee or Dissertation Chairperson, depending on their year in the program.

3.13 Typical Program of study

The following represents an example of a typical program of study for Management doctoral students. Although exceptions to this suggested program can be expected, a majority of students' programs of study will closely match this calendar of events.

Year 1

Fall Semester

Seminar in Management Research (3 hours)

Seminar in Organizational Behavior and Management Theory (3 hours)

Seminar in Organizational Theory (3 hours)

Spring Semester

Seminar in Strategic Management (3 hours)

Seminar in Human Resources (3 hours)

Design and Implementation of Research Methodologies (3 hours)

Summer Semester

PRELIMINARY QUALIFYING EXAMINATION

Continuation of research work

Year 2

Fall Semester

MARK 8349 (Multivariate Methods in Marketing) (3 hours)

Micro/macro course (3 hours)*

Specialty course (3 hours)**

Spring Semester

PSYC 7305 (Structural Equations) (3 hours)

PSYC 7306 (Advanced Statistics: Multilevel Modeling) (3 hours)

MANA 8695 (Teaching Practicum) (3 hours)

Summer Semester

COMPREHENSIVE/SPECIALTY EXAMINATION

Continuation of research work

***This course may be selected from PSYC 6397(Selected Topics in Psychology: Applied Psychological Measurement), PSYC 6397 (Selected Topics in Psychology: Applied Methods in Social Psychology), PSYC 8393 (Selected Topics in Industrial-Organizational Psychology: Job Attitudes: Theory and Measurement), MARK 8338 (Marketing Management and Strategy), ECON 7335 (Applied Econometrics), ECON 7350 (Economic Growth and Development II), BUSI 545 (Research Methods in Strategic Management – Rice U.), or other courses deemed appropriate by the student's Advisory Committee.**

****This course will be chosen by the student and his/her Advisory Committee to enable the student to obtain additional expertise in areas related to the dissertation or other research interests.**

Year 3

Fall Semester

Specialty course (3 hours)**

Prepare Dissertation Proposal (6 hours)

Spring Semester

Specialty course (3 hours)**

Prepare Dissertation Proposal (6 hours)

Summer Semester

Defend Dissertation Proposal PRIOR to Academy of Management Meetings in August

****These courses will be chosen by the student and his/her dissertation chair to enable the student to obtain additional expertise in areas related to the dissertation or other research interests.**

Year 4

Fall Semester

Dissertation Research (9 hours)

Spring Semester

Dissertation Research (9 hours)

3.20 Grade Point Average Requirements

The student must maintain at least a 3.50 grade point average over the seven Management major field courses. The student must also maintain a 3.25 GPA over all graduate work attempted, excluding dissertation credit. Failure to maintain these averages constitutes unsatisfactory progress and will cause the student to be ineligible to sit for either the Preliminary Qualifying Examination or the Management Specialty Examination.

3.21 Annual Student Evaluations

According to BCB policies, between May 1 and June 30 of each year, the student's progress will be evaluated in accordance with department policy. The evaluation will include one of four recommendations:

1. The student's progress is satisfactory in all regards, and the student should be retained in the program;
2. The student's progress has been unsatisfactory in some regards, and the student should be carefully counseled and monitored to eliminate these deficiencies;
3. The student's progress gives cause for serious concern, and the student should be placed on probation with a specified time frame for correcting the noted deficiencies; or
4. The student's progress does not warrant continuation in the program, and the student should be dismissed from the Doctoral Program.

The annual evaluation will be transmitted in writing to the student with copies to the Director of Registration and Academic Records, the Senior Associate Dean for Faculty Affairs, the Bauer Director of Doctoral Programs, and the Management Doctoral Program Coordinator. If the student is to be dismissed, the Senior Associate Dean will take that action. The department, at its option, may evaluate the student's progress at additional times throughout the academic year.

The evaluation letter will be written by the student's Advisory Committee chairperson or Dissertation Chairperson, depending on their stage in the program. The letter will include an evaluation of course performance, research/RA performance, teaching performance when applicable, progress towards degree completion, attendance and involvement in departmental activities (e.g., Friday classes (brownbags, CARMA webcasts, outside speakers, etc.)), and socialization/organizational citizenship behaviors.

3.30 Independent Research Project

Upon entrance into the program, it is felt that students need to become involved in the research process as quickly as possible. Thus, starting in their first semester, students will begin working on a research paper that will be completed during the second year of the program. The student will take primary responsibility for this project, but will also form a committee of two faculty members (one of whom will typically be their mentor). This committee will guide the student in developing a reasonable research question and a theoretically derived

model and hypotheses, engaging in data collection, and carrying out appropriate tests of the hypotheses. This paper will be completed by December of the second year of the program so that it can be submitted to the annual meeting of the Academy of Management. The scope and output of this research project must be agreed on by the student and the research advisory committee prior to starting the work. The empirical output of this project will be the focus of the Oral Specialty Examination.

This research project process is designed to provide students with pre-dissertation research experiences in their chosen area of management. Students may also decide to build on the research papers written for their first-year Fall and/or Spring classes and bring them to journal quality during their graduate program.

Research project advisors will typically be members of the student's Advisory Committee (see 4.20). Progress on these activities will be evaluated by the advisors and satisfactory completion of this project is required for students to be eligible to take the Management Comprehensive/Specialty Exam. Performance on this project will also be taken into consideration on each student's annual evaluation.

3.40 Friday Course

On Fridays during the Fall and Spring semesters, the Department of Management will provide a series of ad hoc sessions that all students in the program will be required to attend. These sessions will include a variety of activities such as (but not limited to) Consortium for the Advancement of Research Methods and Analysis (CARMA) webcasts, outside speakers, faculty or student presentations, discussions of research and professional issues, and so on.

3.50 Preliminary Qualifying Examination

3.51 Purpose and Structure

Upon successful completion of the first year's Management major field courses, Management doctoral students will be required to sit for a Preliminary Qualifying Examination. The purpose of this examination is to determine whether the student has achieved acceptable mastery over research in the field of Management.

The Preliminary Qualifying Examination will usually be administered in May and will cover the material of the Management foundation courses completed during the Fall and Spring semesters of the first year of the doctoral program. The examination will consist of two, three hour written sessions normally conducted on the same day. Construction and administration of the examination will be the responsibility of a six or seven person Qualifying Examination Committee. The Doctoral Program Coordinator will chair this committee. The other members of the committee will be faculty members who were instructors for the foundation courses students took in the first year. All Management tenure track faculty shall be given the opportunity to read and evaluate the Preliminary Qualifying exams administered by the Department. The ultimate decision regarding the student's performance on the exam rests, however, with the Qualifying Examination Committee. A student must receive either a "pass" or "fail" on each of the questions asked. No conditional or "weak" passes will be allowed. Students must achieve a "pass" evaluation on all components of the test to continue on in the program. If students fail more than 50% of the questions on the test, they will not be allowed to retake it and will be dismissed from the program. If students fail 50% or fewer of the questions on the test, and are otherwise in good standing, they will be allowed one opportunity to be re-tested on the failed areas within 6 weeks of the first test. If any questions are failed on the second attempt, the student will be dismissed from the program.

Students will be provided the Qualifying Examination Committee's decision about their performance on the Qualifying Exam in writing within two weeks of its administration. This letter will clearly communicate the decision of the Qualifying Examination Committee and provide sufficient detail to justify their decision. Students who do not successfully pass their Preliminary Qualifying Examination will be dismissed from the Ph.D. program in Management. In addition, any assistantship which the student is holding will not be renewed for the following academic year.

3.60 Management Comprehensive/Specialty Examination

3.61 Purpose and Structure

The purpose of the Management Comprehensive/Specialty Examination is to assess the student's grasp of and ability to integrate the various areas of Management, and to evaluate the student's command of the literature in their area of specialization: Organizational Behavior, Human Resources, Strategic Management, or Organization Theory. Because this area is expected to be the student's principal area of expertise in both teaching and research, the student should be prepared to demonstrate an intense understanding of conceptual and empirical issues pertinent to this sub-discipline within Management. As such, the student should have a comprehensive understanding of the existing literature in the sub-discipline and should be capable of integrating this literature into models that have theoretical significance and practical utility. Additionally, the student will be expected to have an ability to conceptualize and design sound, rigorous research to test these models. The Advisory Committee and the student may create a relevant reading list prior to the Management Comprehensive/Specialty Examination

Preparation and administration of the Management Comprehensive/Specialty Examination are the responsibility of the student's Advisory Committee. BCB policies governing the "Comprehensive Examination Process" shall apply to the Management Comprehensive/Specialty Examination. Thus, this exam meets the college requirement for successful completion of a comprehensive exam.

3.62 Eligibility and Timing of the Comprehensive/Specialty Examination

Normally, the Comprehensive/Specialty Examination shall be given during the summer after the student's second year. The exact administration dates for the exam are determined by the Advisory Committee Chairperson in consultation with the Doctoral Program Coordinator.

3.63 Administration and Evaluation of the Written Management Comprehensive/Specialty Exam

Members of the student's Advisory Committee will be invited to participate in the development of the Comprehensive/Specialty Examination. The written examination shall be administered in one week on two non-consecutive days. Each day will consist of two 3-hour testing periods.

All Management tenure track faculty shall be given the opportunity to read and evaluate the written Comprehensive/Specialty exams administered by the Department. The ultimate decision regarding the student's performance on the exam rests, however, with the Advisory Committee. A student must receive either a "pass" or "fail" on the basis of these evaluations. No conditional or "weak" passes will be allowed. If students do not pass one or more sections of the Examination, they will be allowed one opportunity to be re-tested on that area or areas. This retake must occur within three months from the time that feedback on the first written exam was provided to the student. Extensions of this deadline may be sought given significant extenuating circumstances. A second failure of the Comprehensive/Specialty Exam will result in dismissal from the doctoral program in Management.

3.64 Written Management Comprehensive/Specialty Exam Feedback

The decision of the Advisory Committee regarding a student's performance on the written portion of the Comprehensive/Specialty Exam shall be provided to the student within two weeks of the completion of the exam. This decision will be communicated to the student in writing by the Chairperson of the Advisory Committee with copies to the Director of Registration and Academic Records, the Senior Associate Dean for Faculty Affairs, the Bauer Director of Doctoral Programs, and the Management Doctoral Program Coordinator. In the case of a fail, the letter shall cite the specific deficiencies warranting such an evaluation. In all cases detailed, written feedback about the student's performance on the examination shall be provided within a reasonable period of time (normally one week) after the decision has been communicated.

3.65 Oral Management Comprehensive/Specialty Exam

For students receiving a pass on the Comprehensive/Specialty written exam, the oral section of the examination shall be administered within two weeks after passing the written exam. During the oral portion of the Management Comprehensive/Specialty exam, students will be expected to cogently present the results of their independent research project. Should the student's presentation be evaluated as a "fail," one additional attempt at passing the oral portion of the Comprehensive/Specialty exam will be permitted. If this second attempt is also evaluated as a "fail", then the student will be dismissed from the doctoral program in Management.

All BCB tenure track faculty and all members of the Advisory Committee shall be invited to the oral portion of the Comprehensive/Specialty exam and shall be given the opportunity to provide input to the evaluation made by the student's Advisory Committee.

3.66 Oral Management Comprehensive/Specialty Exam Feedback

The oral exam must be designated as a pass or a fail. There shall be no conditional pass designation for this portion of the examination. The decision of the Advisory Committee shall be communicated to the student in writing within 24 hours of completion of the oral portion of the exam. As with the written portion of the examination, if the oral exam is considered a "fail," the letter communicating this decision will cite the specific deficiencies warranting such action.

3.70 Oral Defense of the Dissertation Proposal

All BCB policies regarding the oral defense of the dissertation proposal apply. Management students will have two options for dissertation format: (1) the traditional dissertation, and (2) the multi-paper dissertation.

Two weeks prior to the scheduled defense a notice will be circulated inviting all BCB faculty and doctoral students to attend the proposal defense, and the student will supply one copy of the dissertation proposal to the Management Doctoral Program Coordinator to be made available for inspection. At the completion of the defense, the Dissertation Committee will inform the candidate of one of the following three decisions within 24 hours of the proposal presentation:

Pass - Unconditional pass, by unanimous vote, with no major qualifications. The candidate may proceed with his/her dissertation.

Conditional Pass - The candidate must correct identified deficiencies to the dissertation proposal to the satisfaction of all members of the Dissertation Committee before proceeding with the dissertation. The Dissertation Committee Chair will provide to the candidate a written account of the committee's reservations. The proposal defense need not be repeated.

Failure - The candidate must significantly revise the dissertation proposal, or begin a new proposal. The Dissertation Committee Chair shall provide to the candidate a written account of the committee's reasons for rejecting the proposal. Any revised or new proposal must again be defended.

Management doctoral students must have successfully defended a dissertation proposal within 12 months of successfully passing the Comprehensive/Specialty Examination. Failure to defend a dissertation proposal within this time limit will result in assistantship funding being terminated immediately. Extensions of this deadline may be sought given significant extenuating circumstances. We strongly suggest that students defend their proposal prior to the Academy of Management meetings in early August.

3.80 Oral Defense of the Dissertation

All BCB policies regarding the oral defense of the dissertation apply. In addition, two weeks prior to the scheduled defense, an announcement will be made to the faculty and doctoral students of the college of the upcoming defense, and a copy of the abstract of the dissertation will be sent as well. The candidate will supply one copy of the dissertation to the Management Doctoral Program Coordinator to be made available for inspection by other faculty and students. After the defense, the Dissertation Committee will inform the candidate of one of the following three decisions within 24 hours of the dissertation presentation:

Pass - Unconditional pass, by unanimous vote, requiring no revisions to the defended draft.

Conditional Pass - A conditional pass may be awarded if the dissertation committee believes that only minor modifications to the written dissertation are needed. The candidate must correct the deficiencies to the satisfaction of all members of the Dissertation committee before this conditional pass becomes a pass. The dissertation defense need not be repeated.

Failure - The candidate must significantly revise the dissertation to correct serious deficiencies that were determined by the Dissertation Committee, and these must be communicated to the candidate in writing. Any dissertations that failed their original presentation must be defended again.

4.00 OTHER REQUIREMENTS

In addition to all BCB requirements falling under this heading, the following requirements apply to Management doctoral students.

4.10 MBA Foundation Coursework

In the case of students without an undergraduate or graduate degree in business administration, the departmental selection committee will make decisions about the need for the student to complete a specific number of hours of MBA graduate course work.

4.20 Advisory Committee

Each student must select an Advisory Committee that will be comprised of the Management Doctoral Program Coordinator and at least one faculty member from the major field (typically their mentor and possibly the other faculty member of their first-year research project committee). This Committee must be appointed in the first semester by all students. If the committee has not been established before the end of the first semester, the student will not be allowed to pay registration fees for the next semester.

The Committee shall advise the student in matters of course selection and in other decisions that affect the student before candidacy. Prior to the formation of an Advisory Committee, this responsibility shall rest with the Doctoral Program Coordinator. The Advisory Committee is dissolved upon completion of the comprehensive examination.

Members of the Advisory Committee may be changed with the approval of the Doctoral Program Coordinator of the student's major field or the Department Chairperson.

4.30 Degree Plan

In accordance with College policy, a degree plan must be filed within two semesters of entering the program.

4.40 Teaching by Ph.D. Candidates

The Department of Management strongly believes that students need a number of opportunities to teach courses during their Ph.D. program to prepare them for the academic roles they will be serving in after graduation. To that end, students will be given the chance to teach undergraduate classes (initially MANA 3335) after passing their Comprehensive/Specialty Exam, and will have taught as many as three courses before

completing their doctoral program. To assist them in preparing for this activity, students in the spring semester of their second year will be required to take MANA 8395: Teaching Practicum, in which they will observe numerous faculty members in the classroom, assist in developing instructional materials and lectures, and will guest lecture a number of times to begin the process of becoming comfortable in the classroom. In addition, the Department will provide workshops for prospective teachers, faculty will make syllabi and course materials available, and first-time instructors will be observed by several faculty members during the course of the semester who will provide developmental feedback.

4.50 Dissertation Committee

It is the student's responsibility to form a Dissertation Committee composed of faculty members agreeing to supervise the student's research. This committee must be composed of at least four tenure track faculty members but need not contain previous members of the student's Advisory Committee. At least two of the members of the Dissertation Committee including the Dissertation Chairperson must be from the Management Department. Moreover, at least one member of the committee must be from outside of the Management Department. In accordance with BCB policies, an approved dissertation Chairperson must be selected within two months of the successful completion of the Specialty examination. This selection needs to be communicated to the Director of Registration and Academic Records, the Senior Associate Dean for Faculty Affairs, the Bauer Director of Doctoral Programs, and the Management Doctoral Program Coordinator.

4.60 Satisfactory Progress Requirements

The determination of satisfactory progress shall be made by the student's Advisory Committee or the Dissertation Committee. If the judgment is less than "satisfactory in all regards," specific deficiencies shall be specified in the evaluation letter sent to the student prepared by the Committee chair. Copies shall be provided to the Director of Registration and Academic Records, the Senior Associate Dean for Faculty Affairs, the Bauer Director of Doctoral Programs, the Management Doctoral Program Coordinator and all members of the student's Advisory or Dissertation Committees.

4.70 Management Doctoral Program Coordinator

A tenure track faculty member from the Department of Management shall be appointed by the Department chairperson to serve as Management Doctoral Program Coordinator. As outlined in other sections of this document and in sections of BCB doctoral policies, the Program Coordinator shall manage the admission process, advise students prior to the formation of an Advisory Committee, and maintain departmental records on the progress of students. In addition, the Program Coordinator will monitor adherence to all policies contained in this document.

5.00 MISCELLANEA

Students are advised to familiarize themselves with all additional College and University policies that apply to the degree program leading to the Ph.D. These include but are not limited to: (1) residency requirements, (2) continuous enrollment requirements, (3) enrollment for dissertation credit, (4) minimum grade point average and the 3-C rule, (5) time limits for defending a dissertation proposal and for submitting the dissertation, (6) maximum allowable credit hours, (7) fees and forms required upon submission of a dissertation, and (8) format of the dissertation. In addition, the following policies shall apply.

5.10 Letters of Recommendation

The faculty will not write letters for the purpose of recommending a student for a full-time academic position until after the student has successfully passed both the written and oral components of the Management Specialty Examination.

5.20 Applicable Policies

A student is required to graduate under the departmental degree requirements in effect at the time of first registration after having been admitted to the doctoral program. Two exceptions to this rule apply:

1. A student who is required to reapply to the program shall be governed by the appropriate departmental policies in effect at the time the student reenters the University.

2. In the event the degree provisions affecting the student are modified, the student may choose to meet the modified provisions. However, the student must elect either the original set of degree requirements or the modified set of requirements in its entirety.

Approved by the Department of Management Faculty, College of Business Administration, University of Houston on September 9, 1981. Amended on September 7, 1982. Amended on August 26, 1987. Amended on January 16, 1990. Amended and approved in total on May 9, 1990. Amended and approved in total on February 24, 1995. Amended and approved in total on October 25, 1999. Administrative changes made on July 11, 2007. Approved by the Department of Management Faculty, College of Business Administration, University of Houston on April 3, 2009. Revised May 12, 2016.