

**GRADUATE STUDENT POLICIES**  
**for the**  
**Doctor of Philosophy Degree**  
**Department of Management & Leadership**  
**Bauer College of Business**  
**University of Houston**

**1.0 INTRODUCTION**

The following policies and procedures have been adopted by the Department of Management & Leadership for the Doctor of Philosophy (Ph.D.) degree program in Management & Leadership (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 and the University of Houston. College and University policies shall take precedence over Departmental policies in the case of direct conflict.

Students are advised to familiarize themselves with all additional College (<https://www.bauer.uh.edu/doctoral/program/other.php>) and University policies (<http://publications.uh.edu/content.php?catoid=40&navoid=14407>) 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) fees and forms required upon submission of a dissertation, and (7) format of the dissertation. In addition, the following policies shall apply.

**1.10 Program Description**

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

**1.11 Skill Development – Research**

First and foremost, the Ph.D. degree is a 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 also 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 MANA Department 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.

Pre-dissertation research takes place within the contexts of a Research Practicum (see section 3.41 below) and a Research Assistantship (RA) appointment. Each of these experiences allows 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**

All MANA doctoral students will teach after completing their comprehensive examination (see section 3.60 below). 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. Doctoral students are evaluated and mentored in their teaching by several members of the department. Students may be given the opportunity to develop and teach new courses tied to their specific interests at the discretion of the Department Chair (in consultation with the student's dissertation advisor).

### **1.13 Full-Time Requirement**

The program requires a full-time commitment of at least four years. During the period that the student establishes full-time residency, employment outside of the University is prohibited. After the first four years, full-time employment remains discouraged for students who are still completing degree requirements. Only through exclusive commitment and substantial daily interaction with faculty and other graduate students can the student obtain the necessary skills to successfully complete the dissertation and meet the demands of a future academic appointment.

## **2.00 ADMISSION REQUIREMENTS**

The Bauer College admission requirements represent the minimum criteria for a candidate to be considered for admission to the Ph.D. program in Management & Leadership. Having achieved these minima, the candidate's application will be reviewed by the MANA Ph.D. Selection Committee. This committee will be composed of at least three tenure-track faculty members from the department, one of whom will be the MANA 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 GRE or GMAT test, and recommendations from academic sources. 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 will be made jointly by the MANA Ph.D.

Selection Committee and the MANA Chairperson. Admissions decisions will reflect committee input, available departmental resources, and the willingness of a faculty member to serve as a mentor for an applicant (traditional mentorship model). Under most circumstances, applications will be processed in the early spring. Admitted students will begin coursework in the following Fall semester.

### **2.10 Financial Assistance**

It is the policy of the MANA Department to provide financial assistance to all doctoral students requesting such aid, subject to funding limitations and state regulations. Such aid takes the form of a quarter-time (10 hours per week) or half-time (20 hours per week) appointment as a research assistant. Subject to adequate funding, it is the Department's intention to provide continuing support to those students maintaining satisfactory progress. Such continuing support is limited to a length of time reasonable to complete the program (typically four to five years). At the end of the four- or five-year time period, continued financial support may, in some rare instances, be available. Extended funding is at the discretion of the Bauer College and the Department Chairperson and is subject to a number of factors including but not limited to the availability of funds, departmental teaching and research priorities, and student performance. Under any circumstance of resource scarcity, the student would yield priority to entering students and to those continuing students maintaining satisfactory progress who have not been supported for the full four- or five-year period.

### **3.00 PROGRAM OF STUDY**

#### **3.10 Coursework for MANA Doctoral Students**

The minimum requirements are as follows:

- Management & Leadership Major Field      21 Semester Hours
- Supporting Field      9 Semester Hours
- Research and Statistics Requirement      12 Semester Hours
- Qualifying Exam at the end of year one
- Research Practicum
- Comprehensive Examination
- Teaching Practicum and Teaching One or More Classes
- Oral Defense of Dissertation Proposal
- Dissertation      18 Semester Hours (Minimum)
- Oral Defense of Dissertation

**Appendix A** shows an example of a typical program of study.

#### **3.11 Advisory Committee**

During the first semester of the program, each student must form an Advisory Committee that is composed of two members: (1) the MANA Doctoral Program Coordinator, and (2) the MANA tenure-track faculty member who serves as mentor of the student (traditional mentorship model). The mentor will also be the Research Practicum advisor (see section 3.41 below). The

Advisory Committee shall advise the student in matters of course selection and in other decisions that affect the student before writing the qualifying exam and the comprehensive exam. Prior to the formation of an Advisory Committee, these responsibilities shall rest with the MANA Doctoral Program Coordinator.

During the second year of the program, this Committee shall evolve to be composed of at least three members: (1) the MANA tenure-track faculty member who serves as mentor of the student, (2) at least one MANA tenure-track faculty from the major field, and (3) at least one tenure-track faculty member from a field other than MANA (e.g., a faculty member from a supporting field such as Marketing [MARK] or Psychology [PSYC]). The Advisory Committee is dissolved upon completion of the comprehensive examination. Members of the Advisory Committee may be changed with the approval of the MANA Doctoral Program Coordinator and the MANA Department Chairperson. **Appendix B** shows a Summary Timeline of Committees.

### **3.12 Degree Plan**

In accordance with the Bauer College policy, a formal degree plan must be filed within two semesters of entering the program. This degree plan will include courses taken during the first year and will anticipate the courses to be taken during the second year. The student's Advisory Committee will oversee the creation of the degree plan.

### **3.13 Grade Point Average Requirements**

The student must maintain at least a 3.50 grade point average (cumulatively) over the four required Management & Leadership field courses (see section 3.20 below). In accordance with the Bauer College policy, also: "The student must achieve a grade point average of 3.25 in all graduate work attempted at the University of Houston excluding dissertation credit. The student must achieve a grade of B or better in each of the three courses counting toward the supporting field. Moreover, the student must achieve an overall grade point average of 3.25 in the supporting field" (see section 3.30 below).

Failure to maintain these averages constitutes unsatisfactory progress (see section 4.20 below) and will cause the student to be ineligible to sit for either the Qualifying Examination or the Comprehensive Examination, and to be removed from the program.

### **3.20 Management & Leadership Major Field Courses**

Seven foundation courses in Management & Leadership (each of which is a 3-credit-hour course) must be taken by all MANA doctoral students. The four courses listed below are required, and the remaining three graduate-level courses must be approved by the student's primary advisor and doctoral program coordinator (see **Appendix C** for sample courses).

MANA 8340 Seminar in Human Resource Management  
MANA 8331 Seminar in Organizational Theory  
MANA 8336 Seminar in Organizational Behavior and Management Theory  
MANA 8380 Seminar in Strategic Management

### **3.30 Supporting Field Courses**

Selection of a supporting field and the specific courses used to satisfy the supporting field coursework requirements shall be made by students and is subject to the approval of their Advisory committees and the Doctoral Program Coordinator. Typical supporting fields include areas such as research methods, statistics, strategy, human resource management, organizational behavior, organizational theory, marketing, and I/O psychology, among others. Coursework cannot be double-counted toward satisfying major field, supporting field, or general research course requirements (see **Appendix C** for sample courses).

### **3.40 Research and Statistics Requirement**

The research and statistics hours can be fulfilled using statistics and research methods courses offered in the Bauer College, or in other appropriate academic units at the University of Houston or other Ph.D.-granting institutions, such as Rice University, subject to the approval of the student's Advisory committee and the Doctoral Program Coordinator. Any research and statistics course in which a grade of B- or lower has been earned will not count as hours toward satisfying this research and statistics requirement. Coursework cannot be double-counted toward satisfying major field, supporting field, or general research course requirements (see **Appendix C** for sample courses).

### **3.41 Research Practicum**

Upon entrance into the program, students need to become involved in the research process as quickly as possible. Thus, in their first semester, students will start a Research Practicum, which consists of one of the following:

- a) a research paper developed with a faculty member,
- b) a class paper that will be brought to journal quality with a faculty member, or
- c) directed activity in an ongoing research project with a faculty member.

The Research Practicum is expected to continue through the first year and second year in the program. The objective of the Research Practicum is for the student to complete a research study of publishable quality under the direction of one or more tenure-track MANA faculty members. The scope and output of the Research Practicum must be agreed on by the student and Research Practicum advisor, who is also the mentor of the student (see section 3.11 above).

The Research Practicum is linked to both the Qualifying Examination (see section 3.50 below) and the Comprehensive Examination (see section 3.60 below):

- a) The theory development and research design that have been completed as part of the Research Practicum will be the focus of one written component and the oral component of the Qualifying Examination.
- b) The complete execution of the Research Practicum, including empirical results, will be the focus of the written component and the oral component of the Comprehensive Examination.

In addition to the Research Practicum advisor, a student may involve additional faculty

members during the execution of the Research Practicum. Progress on these activities will be evaluated by the Research Practicum advisor and any additional faculty members involved. Satisfactory completion of the theory development and research design of the Research Practicum is required for students to be eligible to take the Qualifying Examination (see section 3.50 below), while the complete empirical paper is required for students to be eligible to take the Comprehensive Examination (see section 3.60 below). Performance on this project will also be taken into consideration for each student's annual evaluation (see section 4.20 below).

### **3.42 Community Research Engagement**

During the Fall and Spring semesters, the MANA Department will provide a series of ad hoc sessions that all students in the program will be expected to attend. Most of them will likely be scheduled on Fridays. These sessions will include a variety of activities such as (but not limited to) webcasts from the Consortium for the Advancement of Research Methods and Analysis (CARMA), outside speakers, faculty or student presentations, workshops, and discussions of research and professional issues. Students will be expected to attend at least 80% of these sessions each semester. Failure to engage in community research activities can negatively impact the student's annual student evaluation (see section 4.20 below).

### **3.50 First Year Qualifying Examination**

#### **3.51 Purpose and Structure**

Upon successful completion of the first year of the program, MANA doctoral students will be required to sit for a Qualifying Examination. The Qualifying Examination process will start no later than June 15 of the first year. The purpose of this examination is to determine whether the student has achieved acceptable understanding of research in the field of Management & Leadership.

Construction and administration of the examination will be the responsibility of a Qualifying Examination Committee composed of a minimum of four faculty members. The student's mentor (who is also the Research Practicum advisor) will chair this committee with oversight from the Doctoral Program Coordinator. The other members of the committee will be faculty members who are instructors for the required MANA field courses and MANA research and statistics courses, or who are actively working with doctoral students. All MANA tenure track faculty shall be given the opportunity to read and evaluate the qualifying exams administered by the Department. The ultimate decision regarding the student's performance on the exam rests, however, with the Qualifying Examination Committee.

The Qualifying Examination will have three components: a) a written critique of a research paper published in a leading journal, b) the theory development and research design that are part of the Research Practicum (see section 3.41 above), and c) an oral presentation of the theory development and research design that are part of the Research Practicum. The details of each component are provided below.

- a) **Written Critique of a Research Paper:** Each student will pre-select five to eight

published papers in an area of research interest authored by someone other than the student or a current department faculty member, and the Advisory Committee will make the final selection of the paper to be critiqued. The student will write a critique from the perspective of a reviewer evaluating the paper's strengths and weaknesses, delineating how the paper relates to the broader literature and suggesting ways to extend the work. See sample evaluation criteria in **Appendix D**.

- b) **Theory development and research design of Research Practicum:** Students will submit a manuscript including their theory development and research design from the Research Practicum. See sample evaluation criteria in **Appendix E**.
- c) **Oral presentation of theory development and research design of Research Practicum:** Students will make a presentation to the faculty of the theory development and research design of the Research Practicum. See sample evaluation criteria in **Appendix F**.

The critique and the theory development/research design component are submitted to the MANA Doctoral Program Coordinator. The documents will be shared with the MANA faculty and the Qualifying Examination Committee. The Qualifying Examination Committee will receive feedback from the faculty, and will grade the written components as pass or fail.

The timing of the three components is the following (See **Appendix G** for a visual):

- a) The student and the mentor select the critique deadline day.
- b) Two weeks before the critique deadline, the student will provide a list with the pre-selection of five to eight papers to the mentor, who will share it with the Advisory Committee.
- c) One week before the critique deadline, the mentor informs the student the paper that has been selected for critique.
- d) The student has one week to complete the critique by the deadline (the critique can be written at home or at the office).
- e) One week after the critique deadline, the theory development/research design component is due. While students are finalizing the theory development/research design component, faculty start grading the critique.
- f) The grade for the critique is due two weeks after its submission.
- g) The grade for the theory development/research design is due two weeks after its submission.
- h) The oral presentation date is expected to be within 16 calendar days after the submission of the theory development/research design component. Two days prior to the presentation date (at the latest), the Qualifying Examination Committee communicates the pass/fail decisions for the two written components to the student in writing.

Only one retake of one exam component is permitted. That is, students can only fail one of the three components of the exam and have the opportunity to retake that one component. Failing two or more components of the qualifying exam leads to dismissal from the doctoral program. The following scenarios will apply:

- a) If the student passes both the written critique component and the theory

- development/research design component, the student will proceed to make the oral presentation of the research to the Faculty. In the case the student fails the oral presentation, there will be a retake opportunity for it within two weeks of the first presentation.
- b) If the student fails both the written critique component and the theory development/research design component, the oral presentation is cancelled, and the student is dismissed from the program.
  - c) If the student fails the written critique component and passes the theory development/research design component, the student will proceed to make the oral presentation of the research to the Faculty. If the student fails the oral presentation, the student is dismissed from the program. If the student passes the oral presentation, then a retake of the written critique will consist of writing a critique of a different paper within one month after having received the grades of the written components of the qualifying exam.
  - d) If the student fails the theory development/research design component and passes the written critique component, the oral presentation will be cancelled. A retake of the theory development/research design component represents a “reject and resubmit decision,” where the student will have six weeks to incorporate the feedback of the faculty in order to improve the Research Practicum paper and resubmit it to the MANA Doctoral Program Coordinator for the consideration of the faculty and the Qualifying Examination Committee. If the retake is successful, the student proceeds to present the Research Practicum. If the student fails the oral presentation, the student is dismissed from the program.

Students will be provided the pass/fail decision in writing for the written components (within 14 calendar days of having submitted them), for the oral presentation (within one week of the oral presentation), and for the qualifying exam as a whole (within one week of having communicated to the students the decisions for the written and oral parts). These communications will provide sufficient detail to justify the decision.

### **3.60 Comprehensive Examination**

#### **3.61 Purpose and Structure**

The purpose of the MANA Comprehensive Examination is to assess the student’s command of the literature in the MANA area on which they have focused (e.g., Organizational Behavior, Human Resources, Strategic Management, or Organization Theory) and their ability to execute research projects. Students will take the Comprehensive Examination by the Summer of the second year in the program, when they have completed 36 out of the 42 credits in their degree plan. The remaining 6 credits will be either supplementary field or research requirement classes and will be taken during the third year of the program.

Preparation and administration of the MANA Comprehensive Examination are the responsibility of the student's Advisory Committee. The Advisory Committee will administer the Comprehensive Examination with oversight from the MANA Doctoral Program Coordinator. All MANA tenure track faculty shall be given the opportunity to read and evaluate the

comprehensive exams administered by the Department. The ultimate decision regarding the student's performance on the exam rests, however, with the Advisory Committee.

The Comprehensive Examination has a written and an oral component.

- a) **Written component:** Students will submit their empirical papers resulting from their Research Practicum. See sample evaluation criteria in **Appendix E**.
- b) **Oral component:** Students will make a presentation of their completed Research Practicum work. See sample evaluation criteria in **Appendix F**.

The student will submit the written component to the MANA Doctoral Program Coordinator, who will share the document with the tenure track MANA faculty and the Advisory Committee. The oral presentation dates are expected to be within 16 days after the submission of the written component. The Advisory Committee will receive feedback from the faculty, and will grade the written component as pass or fail two days prior to the presentation date (at the latest), and communicate the decision to the student in writing.

Only one retake of either the written or oral portion of the exam is permitted. Students can only fail one of these two portions of the exam and have the opportunity to retake that one portion. Failing both the written and oral portion of the exam, even if the failed written portion has been remedied by a retake, shall lead to dismissal from the doctoral program. The following scenarios will apply:

- a) If the student passes the written portion, the student will proceed to make the oral presentation of the research to the Faculty. In the case the student fails the oral presentation, there will be a retake opportunity for it within two weeks of the first presentation.
- b) If the student fails the written portion, the oral presentation is cancelled. A retake of the written portion represents a “reject and resubmit decision,” where the student will have six weeks to incorporate the feedback of the faculty in order to improve the Research Practicum paper and resubmit it to the MANA Doctoral Program Coordinator for the consideration of the faculty and the Advisory Committee. If the retake is successful, the student proceeds to present the Research Practicum. If the student fails the oral presentation, the student is dismissed from the program.

Students will be provided the pass/fail decision in writing for the written component (within 14 calendar days of having submitted it), for the oral presentation (within one week of the presentation), and for the comprehensive exam as a whole (within one week of having communicated to the students the decisions for the written and oral parts). These communications will provide sufficient detail to justify the decision.

### **3.70 Teaching Practicum and Teaching by Doctoral Candidates**

The MANA Department strongly believes that students need an opportunity to teach courses during their Ph.D. program to prepare them for their academic roles after graduation. To that end, students will be given the chance to teach undergraduate classes (initially MANA 3335)

after passing the Comprehensive Exam.

To assist in preparing for this activity, students in 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 guest lecture a number of times. In addition, the Department will provide workshops for prospective teachers, faculty will make available syllabi and course materials, and first-time instructors will be observed by several faculty members during the course of the semester, providing developmental feedback.

### **3. 80 Dissertation**

#### **3. 81 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; the committee can, but does not need to, include 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 MANA Department. Moreover, at least one member of the committee must be from outside of the MANA Department. In accordance with Bauer College policies (Section 6.10), an approved dissertation Chairperson must be selected within two months of the successful completion of the Comprehensive 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 MANA Doctoral Program Coordinator. **Appendix B** shows a Summary Timeline of Committees.

#### **3.82 Oral Defense of the Dissertation Proposal**

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

Two calendar weeks prior to the scheduled defense, a notice will be circulated inviting college faculty and students to attend the defense, and the student will supply one copy of the dissertation proposal to the MANA Doctoral Program Coordinator to be made available for inspection by other faculty and students. 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 & Leadership doctoral students must have successfully defended a dissertation proposal within 12 months of successfully passing the Comprehensive exam. 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 of the pertinent academic year.

### **3.83 Oral Defense of the Dissertation**

All Bauer College 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 college of the upcoming defense, and the candidate will supply one copy of the dissertation to the MANA Doctoral Program Coordinator to be made available for inspection by other faculty and students. In addition to faculty, MANA doctoral students will be invited to the final defense. 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 determined by the Dissertation Committee and communicated to the candidate in writing. Any revised dissertation must again be defended.

### **4.00 OTHER REQUIREMENTS**

In addition to all Bauer College requirements falling under this heading, the following requirements apply to MANA doctoral students.

#### **4.10 MBA Foundation Coursework**

In the case of students who do not possess an MBA from an accredited institution, the Advisory Committee will make decisions about the need for the student to complete a specific

number of hours of graduate level classes (MBA classes or other graduate classes).

#### **4.20 Annual Student Evaluations and Satisfactory Progress Requirements**

According to Bauer College 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 for correcting the noted deficiencies
4. The student's progress does not warrant continuation in the program, and the student should be dismissed from the Doctoral Program.

All MANA faculty members actively involved in the doctoral program and research assistantships will meet annually to review and provide feedback on each student's progress, discuss potential for student success in the doctoral program, and discuss what may be helpful for the student moving forward. The student's primary mentor will take notes on this feedback and consult with the MANA Doctoral Coordinator on final decisions for students to continue in or leave the program. The student's primary mentor will meet with the student within two weeks of the annual doctoral review to discuss the student's progress and develop goals for the following year.

The annual evaluation will also 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 MANA Doctoral Program Coordinator.

If the judgment is less than "satisfactory in all regards," specific deficiencies shall be specified in the evaluation letter sent to the student. 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 (who is also the student's mentor) 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, and socialization/organizational citizenship behaviors such as attendance and involvement in departmental activities (e.g., brown bag seminars, CARMA webcasts, outside speakers) (see section 3.42 above).

In addition to the single annual formal feedback session, primary mentors will be having regular informal touchpoints with the students throughout the year.

#### **4.30 MANA Doctoral Program Coordinator**

A tenure track faculty member from the MANA Department shall be appointed by the Department chairperson to serve as MANA Doctoral Program Coordinator. As outlined in other sections of this document and in sections of the Bauer College doctoral policies, the Doctoral Program Coordinator shall advise students prior to the formation of an Advisory Committee, shall maintain departmental records on the progress of students, and shall write yearly progress reports for students without Advisory or Dissertation Committees. In addition, the Program Coordinator will monitor adherence to all policies contained in this document.

## **5.00 MISCELLANEA**

### **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 MANA Comprehensive 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 incoming doctoral students 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 July 13, 2016. Revised and approved in total on February 4, 2022.

## **Appendix A: Example of Typical Program of Study**

### *Year 1*

#### Fall Semester

- Seminar in Organizational Theory (3 hours)
- Seminar in Human Resources (3 hours)
- Seminar in Management Research (3 hours) (or equivalent)
- Initiation of Research Practicum

#### Spring Semester

- Seminar in Organizational Behavior and Management Theory (3 hours)
- Seminar in Strategic Management (3 hours)
- Design and Implementation of Research Methodologies (3 hours) (or equivalent)
- Continuation of Research Practicum

#### Summer Semester

- QUALIFYING EXAMINATION
- Continuation of Research Practicum

### *Year 2*

#### Fall Semester

- Major Field, Supporting Field or Research Requirement (3 hours)
- Major Field, Supporting Field or Research Requirement (3 hours)
- Major Field, Supporting Field or Research Requirement (3 hours)
- Continuation of Research Practicum

#### Spring Semester

- Major Field, Supporting Field or Research Requirement (3 hours)
- Major Field, Supporting Field or Research Requirement (3 hours)
- Teaching Practicum (3 hours)
- Continuation of Research Practicum

#### Summer Semester

- Continuation of Research Practicum
- COMPREHENSIVE EXAMINATION

### *Year 3*

#### Fall Semester

- Supporting Field or Research Requirement (3 hours)
- Supporting Field or Research Requirement (3 hours)
- Prepare Dissertation Proposal (3 hours)

#### Spring Semester

- Prepare Dissertation Proposal (9 hours)

#### Summer Semester

- Defend Dissertation Proposal PRIOR to Academy of Management Meetings in August

### *Year 4 – Year 5*

#### Fall Semester

- Dissertation Research (9 hours)

#### Spring Semester

- Dissertation Research (9 hours)

## Appendix B: Summary Timeline of Committees

<b>Year</b>	<b>Committee</b>	<b>Composition</b>	<b>Purpose</b>
1	Advisory Committee	Two members: (1) the MANA Doctoral Program Coordinator. (2) the MANA tenure-track faculty member who serves as mentor of the student and Research Practicum advisor.	(1) Mentoring of student (2) Support with course selection (3) Mentor is also Research Practicum advisor
1 (summer)	Qualifying Exam Committee	At least four members: (1) the MANA tenure-track faculty member who serves as mentor of the student and Research Practicum advisor. (2) at least three MANA tenure-track faculty members who work with doctoral students.	(1) Construction and administration of Qualifying Exam (2) Pass/fail decision for Qualifying Exam
2	Advisory Committee	At least three members: (1) the MANA tenure-track faculty member who serves as mentor of the student and Research Practicum advisor. (2) at least one MANA tenure-track faculty from the major field. (3) at least one tenure-track faculty member from a field other than MANA.	(1) Mentoring of student (2) Support with course selection (3) Mentor is also Research Practicum advisor (4) Construction and administration of Comprehensive Exam (5) Pass/fail decision for Comprehensive Exam
3-5	Dissertation Committee	At least four members: (1) at least two tenure-track faculty members, including the Dissertation Chairperson, from the MANA Department. (2) at least one tenure-track faculty member from a field other than MANA.	(1) Mentoring of student (2) Support with course selection (3) Administration of Proposal Defense and Dissertation Defense (4) Pass/fail decision for Proposal Defense and Dissertation Defense

## **Appendix C: Sample Courses**

### **Bauer Management & Leadership**

MANA 8330: Seminar in Management Research  
MANA 8345: Design and Implementation of Research Methodologies  
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  
MANA 8398: Special Problems

### **Bauer Marketing**

MARK 8335: Marketing Models  
MARK 8337: Behavioral Constructs in Marketing  
MARK 8338: Marketing Management and Strategy  
MARK 8336: Marketing Research Methods  
MARK 8349: Multivariate Methods in Marketing  
MARK 8397: Decision Making-Selected Topics in Marketing  
MARK 8397: Choice Modeling-Selected Topics in Marketing  
MARK 8397: Communication of Academic Research-Selected Topics in Marketing

### **UH Psychology**

PSYC 6338: Foundations of Social Psychology  
PSYC 6300: Statistics for Psychology  
PSYC 6302: Experimental Design  
PSYC 6301: Psychological Theory: History and Systems  
PSYC 6397: Applied Psychological Measurement –Selected Topics in Psychology  
PSYC 6378: Social Cognition  
PSYC 6389: History and Theory of Social Psychology  
PSYC 6381: Social Psychology Methodology  
PSYC 6394: Research in Health Psychology – Selected Topics-Social Psychology  
PSYC 7305: Structural Equations  
PSYC 7306: Advanced Statistics: Multilevel Modeling  
PSYC 6339 Human Motivation (Graduate)  
PSYC 7342: Biological Basis of Behavior

### **UH Economics**

ECON 6331/7330: Quantitative Economic Analysis  
ECON 6342/7341: Microeconomic Theory I  
ECON 7342: Microeconomic Theory II  
ECON 7331: Econometrics I  
ECON 8331: Econometrics II  
ECON 7335: Applied Econometrics  
ECON 7393: Time Series Analysis  
ECON 7376: Industrial Organization  
ECON 7349: Game Theory and Economic Behavior

**UH Hilton**

HRMA 8304: Qualitative Design in Hospitality Administration

HRMA 8305: Grant Writing in Hosp Industry

HRMA 8303: Multivariate Analysis in Hospitality Administration

**Rice Strategy**

BUSI 540: Strategy Management Theory – Strategy I

BUSI 549: Strategy Pro-seminar

BUSI 541: Strategic Management Research-Strategy II

BUSI 515 Micro foundations of organization & management (1.5)

BUSI 542 Organization change (1.5)

BUSI 543 Executive leadership & corporate governance (1.5)

BUSI 544 Contemporary management thought (1.5)

BUSI 547 Innovation & knowledge management (1.5)

BUSI 551 Strategy research in corporate development (1.5)

BUSI 550 Corporate social responsibility (1.5)

BUSI 552 Design of business research (1.5)

**Rice Psychology**

PSYC 502: Advanced Psychological Statistics I

PSYC 503: Advanced Psychological Statistics II

PSYC 507: Research Methods

PSYC 511: History and Systems of Psychology

PSYC 520: Foundations of Cognitive Psychology

PSYC 550: Foundations of Social Psychology

PSYC 602: Psychometrics

PSYC 601: Multivariate Statistics

PSYC 637: Meta-Analysis

**Rice Economics and Statistics**

ECON 504/STAT 604: Advanced Economic Statistics (Fall)-Computational Economics

ECON 507: Mathematical Economics I (Fall)

ECON 501: Microeconomics I (Fall)

ECON 508: Microeconomics II (Spring)

ECON 577: Topics in Economic Theory (Spring)-Topics in Economic Theory

ECON 510/STAT 610: Econometrics I (Spring)

ECON 511/STAT 611: Econometrics II (Fall) 7

ECON 514: Industrial Organization & Control (Spring)-Empirical Industrial Organization

ECON 523: Dynamic Optimization (Spring)

STAT 606: SAS Statistical Programming (Spring)

STAT 621: Applied Time Series and Forecasting

STAT 540: Practicum in Statistical Modeling (Spring) –Practicum in Statistics and Data Science

STAT 551: Advanced Topics in Time Series (taught every other year)

## Appendix D: Evaluation of Written Critique as part of the Qualifying Examination

Please evaluate the student's performance on the following criteria.

Parts of the review the student needs to include	Student Rating	Comments
<p><b>Theoretical Contribution:</b> Does the manuscript test, create, or extend theory? Does it change or advance knowledge of the concepts, relationships, models, or theories embedded in the relevant literatures? Does it cause scholars to think about some phenomenon in a way that would not be anticipated from extrapolations of existing work?</p>	<p>Outstanding Good Minor problems Major problems Completely inadequate</p>	
<p><b>Interestingness, Innovativeness, and Novelty:</b> Does the manuscript examine new constructs, phenomena, or relationships, or does it test its predictions in an unconventional, elegant, and unexpected way?</p>	<p>Outstanding Good Minor problems Major problems Completely inadequate</p>	
<p><b>Empirical Contribution:</b> Do the manuscript's findings add to the existing pool of knowledge in the relevant domains in an important and useful way?</p>	<p>Outstanding Good Minor problems Major problems Completely inadequate</p>	
<p><b>Methodological Rigor:</b> Was the study well executed? If the study is hypothetical-deductive, do its manipulations or measures possess construct validity, and do its findings possess adequate internal and statistical conclusion validity? If the study is inductive, are its data gathered, coded, and interpreted according to prevailing standards?</p>	<p>Outstanding Good Minor problems Major problems Completely inadequate</p>	
<p><b>Tone of the Review</b></p>	<p>Outstanding Good Minor problems Major problems Completely inadequate</p>	
<p>Other</p>		

## Appendix E: Evaluation of Written Research Practicum Paper for the Qualifying and Comprehensive Examinations

Please rate the student's manuscript on the points below. The information on this form may be provided to the student to improve his/her work.

Criteria	Student Rating	Comments
Importance of the topic/issues to MANA	Very important Important Modest Trivial Unimportant	
Conceptual rigor (treatment of relevant literature, logical reasoning, etc.)	Outstanding Good Minor problems Major problems Completely inadequate	
Methodological rigor (research design, sample, measures, and analysis) Skip, if not applicable	Outstanding Good Minor problems Major problems Not correctable (tragic flaws)	
Clarity of presentation / Readability / Objectives of paper	Outstanding Good Minor problems Major problems Not at all clear	
Appropriateness of the paper for submission to a top tier journal	Highly appropriate Appropriate Marginal Questionable Not at all appropriate	

Contributions of the paper to the discipline (current version)	Major Important Modest Trivial None	
Potential contribution to the discipline (if properly revised)	Major Important Modest Trivial None	
Overall Recommendation (REQUIRED)	Pass Fail	

**Confidential Comments to the Committee (these will not be given to the student):**

**Comments to the student:**

## Appendix F: Evaluation of the Oral Presentation for the Qualifying and Comprehensive Examinations

Please evaluate the student's performance on the following criteria.

<b>Criteria</b>	<b>Comments</b>
Grasp of the conceptual issues	
Grasp of the methodological issues	
Grasp of the extant literature	
Quality of suggested extensions	
Presentation skills	
Other	

## Appendix G: Timeline for the Qualifying Exam (with no retakes)

