FIRST THINGS FIRST
Items to complete your first two weeks in Tucson:

☐ Immunization Requirements and Recommendations:
https://www.health.arizona.edu/graduate-students

☐ Parking Permit:
https://parking.arizona.edu/parking/

☐ Mandatory Graduate College Orientation for new students at the graduate college (Information will be sent to you about when and where via email)

☐ FERPA Test (this is required by the UA to obtain access to any student information systems):
http://www.registrar.arizona.edu/personal-information/ferpa-tutorial

☐ Teaching Assistant/Associate Training Online (TATO):
https://grad.arizona.edu/funding/ga/mandatory-online-training

☐ Sign up for health insurance (free for PhD students on stipend):
https://www.health.arizona.edu/graduate-assistantsassociates

☐ CITI Training (Required for Human Subject Research)
https://rgw.arizona.edu/compliance/IACUC/Personnel/CITI

☐ GradPath *Responsible Conduct of Research Statement* (see pages 5-6 of this handbook for more information about GradPath)

HELPFUL WEBSITES:

☐ Graduate College (Graduate College policies, contacts, resources, deadlines, etc.):
https://grad.arizona.edu/

☐ Graduate College Resources for parents, professional development, health and wellness, etc.:
http://grad.arizona.edu/new-and-current-students

☐ UAccess:
https://uaccess.arizona.edu/

☐ General University Catalog:
http://catalog.arizona.edu/

☐ All graduate student forms:
https://grad.arizona.edu/forms/gsas

☐ IRB Approval:
http://rgw.arizona.edu/compliance/human-subjects-protection-program/about-the-irb

□ Formatting and submitting the dissertation electronically:
http://grad.arizona.edu/gsas/dissertations-theses/dissertation-and-thesis-formatting-guides

□ Organizational Behavior Lab booking:
http://dbl.webhost.uits.arizona.edu/calendar/login.php?

□ Academic Integrity:
http://deanofstudents.arizona.edu/codeofacademicintegrity

□ Responsible Conduct of Research:
http://www.orcr.arizona.edu/

Graduate Students are expected to follow the policies and procedures for both the UA Graduate College and the Department of Management & Organizations. Policies are updated frequently and it is the students responsibility to comply with current policies.

DEGREE REQUIREMENTS

Example of PhD Student Schedule *(Subject to Change)*		
Year	**Semester**	**Courses**
1	**Fall**	MGMT 615/616 – Intro to Organizational Behavior
		MGMT 683/684 - Univariate Statistics
		MGMT 601/602 – Experimental Research Methods
		MGMT 696A/B– Professional Development Workshop
	Spring	MGMT 645/646 - Organizational Theory
		MGMT 685/686 - Multivariate Statistics
		MGMT 621/622 - HR
		MGMT 633/634 - Strategy
		MGMT 69– Independent Research Project
2	**Fall**	MGMT 653/654 – Field Based Research Methods
		MGMT 900 – Independent Research Project
		MGMT 629/630 – DEI/Status and Social Hierarchy*
		MGMT 675/676 – Groups and Teams*
	Spring	MGMT 900 – Independent Research Project
		MGMT 663/664 – Judgment and Decision Making*
		MGMT 605/606 - Topics in OT and Strategy*
3	**Fall**	Research/Dissertation Credits
		Additional Seminar if Desired
	Spring	Research/Dissertation Credits
		Additional Seminar if Desired
4	**Entire Year**	Research/Dissertation Credits
5	**Entire Year**	Research/Dissertation Credits

* Elective courses that constitute the M&O minor

Course Requirements	
	Number of Courses
Major Courses (36 Units; includes Professional Development Workshop and Independent Research Project)	**10**
Minor Courses (12 Units)	**4**
Dissertation Credits (Minimum 18 Units)	

Example courses outside of M&O that may be used as substitute:

Methods/Statistics focused:
SOC 570A*:* Social Statistics
SOC 527: Social Network Analysis
SOC 574C: Categorical Data Analysis
ANTH 595D: R programming
EDP 646A: Multivariate Methods in Educational Research
STAT 571A: Advanced Statistical Regression Analysis
STAT 571B: Design of Experiments
FSHD 617A: Structural Equation Modeling
FSHD 617C: Multilevel Modeling
FSHD 617B: Dyadic Data Analysis
PSY 507C Research Design and Analysis of Variance
PSY 507B: Statistical Methods in Psychological Research

Theory focused:
SOC 525: Organizational Theory
SOC 600: Sociology of Knowledge
PSYC 560: Advanced Social Psychology
PSYC 506: Foundations of Cognitive Psychology
PSYC 696c: Cognitive and Affective Bases of Behavior

Note: Advisor approval necessary; individual courses may not be offered every semester.

EXPECTED OUTCOMES

The Ph.D. program provides strong theoretical and methodological training. Students are expected to:

- Acquire and demonstrate an intellectual mastery of specialized sub-topics within these areas.

- Acquire and demonstrate a working knowledge of core literature in organization behavior, human resource management, strategy and organizational theory, and judgement and decision making research.

- Acquire and demonstrate a working knowledge of current developments in these areas.

- Acquire and demonstrate a solid foundation in the creation of theory, research design, and methodology.

- Exhibit competency and preparedness for the dissertation and, more generally, for conducting original, significant research.

- Develop strong teaching skills.

Management & Organizations Ph.D. students typically complete the program within 5 years (fully funded). After 5 years, students may choose to stay for an additional year without funding (pending approval from Graduate Directors and Department Head). Students may not stay longer than 10 years in the program.

WELCOME

The Management and Organizations (M&O) Doctor of Philosophy in Management at the Eller College of Management is a full-time program and typically requires five years of work. Fields of study include organizational behavior, human resource management, strategy and organizational theory, and judgement and decision making. Only a small number of PhD students are admitted each year, enabling students to work closely with faculty members and acquire a solid foundation in theory formulation, research design, and methodological skills.

Students are encouraged to participate in a variety of research topics and have access to a number of support tools, including the Organizational Behavior Lab and expansive subject pool. Students also enjoy a 1:2 student-to-faculty ratio. Focusing on research, doctoral students in management and organizations are able to successfully compete in the academic marketplace upon graduation!

DEPARTMENT ORGANIZATION AND CONTACTS

Nathan Podsakoff
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520.621.7461

Songcui Hu
Doctoral Program Co-Director
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Sarah Doyle
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Mariam Hawatmeh
Graduate Program Coordinator
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520.621.4885

FACULTY

Zhi Cao| Assistant Professor *Area of Expertise:* - Organizational learning - Behavioral theory of the firm - Entrepreneurship & technological innovation	**Sarah Doyle** Associate Professor *Areas of Expertise:* -Status -Social Hierarchy -Interpersonal and Intergroup Relations -Cooperation and Competition -Interpersonal Helping	**Aleksander Ellis** Professor *Areas of Expertise:* -Unethical and Deviant Behavior -Group and Team Effectiveness	**Brian Hilligoss** Associate Professor *Areas of Expertise:* -Health Care Management -Coordination -Organizational Routines -Sensemaking -High-reliably organization
Songcui Hu Associate Professor *Areas of Expertise:* -Behavioral Strategy -Organizational Goals -Organizational Learning -Organizational Risk Taking	**Tamar Kugler** Associate Professor *Areas of Expertise:* -Interactive Decision Making -Emotions and Decision Making -Inter-Group Conflict	**Nathan Podsakoff** Professor *Areas of Expertise:* -Employee Citizenship/Prosocial Behavior -Influence -Methods of Research	**Katina Sawyer** Associate Professor *Areas of Expertise:* -Diversity, Equity, and Inclusion in Organizations -Positive Organizational Scholarship -Employee Well-Being.
Oliver Schilke Professor *Areas of Expertise:* -Organizational Routines/Capabilities -Trust -Organizational Identity	**Jerel Slaughter** Professor *Areas of Expertise:* -Recruitment and Applicant Attraction -Deviant and Unethical Behavior in Organizations -Pre-Employment Selection Tests		

For more information, visit https://management.eller.arizona.edu/faculty/directory.

STUDENT RESPONSIBILITY AND PROFESSIONAL CONDUCT

Professional conduct not only involves a commitment to follow the letter of the Graduate Assistantship contract requirements, but also implies that proper respect be given to the spirit behind these requirements. Irresponsible actions exhibited while serving the Department of Management & Organizations, as well as the University of Arizona not only damages the students' own reputation, but ultimately damages the reputation of the department.

STUDENT APPEALS

If a student wishes to appeal any program policies, procedures, or requirements, the appeal should be made in writing to the Director of Graduate Studies and Department Head. The appeal will be reviewed by the program faculty and may include a collective meeting with the student. A decision to accept the appeal of the program faculty will be based on a majority vote. The program faculty may place additional requirements/deadlines on the students as a prerequisite for continuing in the program.

ACADEMIC PROBATION

Per University Policy, students who have a cumulative grade-point average of less than 3.0 at the end of a given semester will be placed on academic probation. Students on probation are required to meet with their Major Advisor, discuss the steps to be taken to remediate the problems that led to the probationary status, and devise a written plan of action. Students will be allowed to register for one additional semester. Students whose GPA is below 3.0 for two consecutive semesters will be removed from the program.

If a student is removed from the program, they can apply for re-admission as early as the Fall semester after their disqualification if they achieve a cumulative grade point average of at least 3.0 through additional graduate coursework. A re-admission must be approved by the head of the department, the Director of Graduate Studies, and the Graduate College. There is no guarantee of re-admission.

STUDENT FUNDING

Management & Organizations Ph.D. students typically receive a research associateship, which starts at around $27,000 per year. Students have the opportunity to supplement their stipends by teaching a course during the summer or winter sessions. In addition, the college covers tuition to allow students to concentrate on developing the skills they will need to become successful academics.

ADDITIONAL DISSERTATION SUPPORT
Graduate students can apply for up to $1500 in support for their dissertation projects with Department Head approval.

TRAVEL GRANTS
Please see *page 11* for more information about Travel Grants.

Visit https://grad.arizona.edu/new-and-current-students for more information from the Graduate College about funding.

INTRODUCTION TO GRADPATH

GradPath is the online advising and audit tool used to track your progress towards completing your degree. The system consists of simple, online forms you will need to complete throughout your time at the University of Arizona. You must submit all available GradPath forms in order to graduate. This system is designed to assist you in tracking the progress toward your degree!

Accessing GradPath:
Go to uaccess.arizona.edu and Login through the *Student Center*:
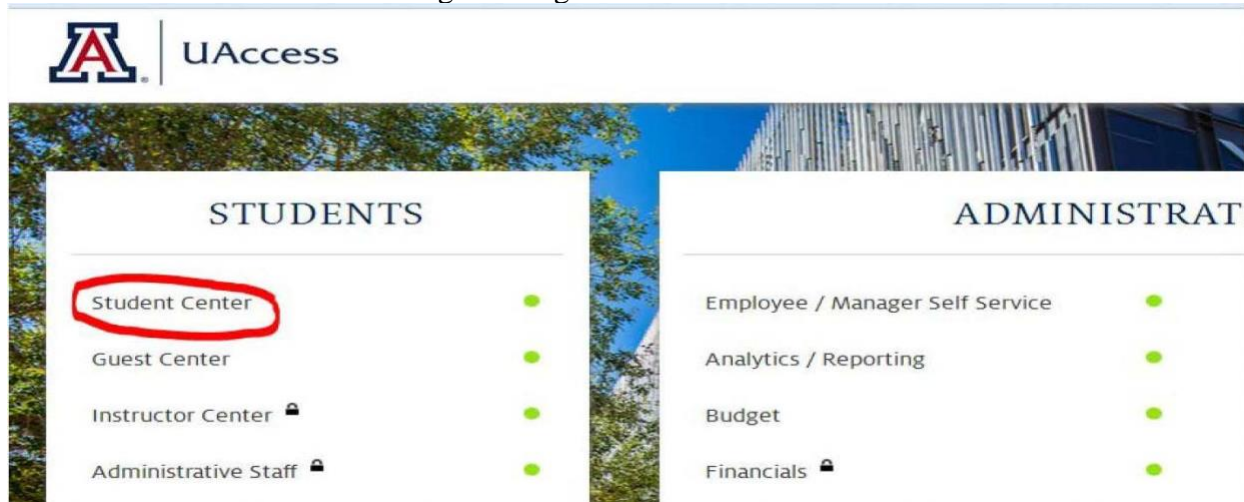
Use the drop-down menu on the left-hand side of the screen where it says "other academic…" and Select "GradPath Forms":

You will then be directed to the landing page, from here, select the GradPath Forms link:

You will then be able to see the nine required GradPath forms. Your first form, the ***Responsible Conduct of Research Statement*** is required to be completed within your first 2 weeks at the UA:

Why are some of your forms grayed out? Some forms will be grayed out if a prior form is required to be submitted and approved:

By October 30 of Year 3: Submit a Doctoral Plan of Study form. You can find the ***Plan of Study form*** in GradPath. When submitting your Plan of Study, you will be required to account for all 5 years of coursework (including major courses, minor courses, and MGMT 920 dissertation credits). Please see Mariam for assistance in adding the additional MGMT 920 courses before submitting the form. Your Plan of Study must be submitted and approved before you can move on in GradPath (please see page 5 for instructions on accessing GradPath).

TRAVEL REIMBURSEMENT
Policies and Procedures

<u>Management & Organizations Funding Policies</u>

All students receive $500 in funding <u>for travel and other research-related expenses</u> each year. (First year students will receive $1,000.) Please note that the fiscal year starts on July 1 and ends on June 30 and funds *do not* roll over.

The department is supportive of graduate students attending conferences in the field. However, we would also like to encourage students to participate in the conference proceedings. Therefore, the following policy for funding student travel is:

- Students who submit a M&O Travel Grant request are <u>required</u> to apply for a *GPSC Travel Grant* (please see page 9 for more details on applying for a GPSC Grant).
- Students will be eligible for up to an additional $750 through the Management & Organizations Department if they are <u>presenting</u> a paper at a conference related to the field of management.
  - This can be a formal presentation or a paper session.
  - Authorship does not influence funding (i.e., can be the fourth author and receive funding as long as he or she is presenting the paper).
  - Only one graduate student is eligible per paper.

- Students will be eligible for up to an additional $1,000 if they are presenting <u>two</u> papers at two separate conferences.

- Students who are not presenting a paper at a conference can still apply for the additional $750 in funding if the student feels there are special circumstances that require their attendance (e.g., attending a doctoral seminar).
-
  See **Appendix A** for the Management & Organizations Student Travel Grant Request Form. This form must be completed and signed by the Director of Graduate Studies for approval.

GPSC Travel Grants

The GPSC awards travel grants for graduate and professional students who are attending or presenting research at an academic or professional conference. Awards are contingent upon availability. The evaluation committee can award up to $750 per applicant, per year. Students are encouraged to apply according to their financial needs. Realistic award amounts will receive a higher score during evaluation.

Applications are evaluated on the following criteria:
- Impact Statement (10 Points)
- Experience Summary (10 Points)
- Funding and Budget (10 Points)
- Overall Evaluation (10 Points)

GPSC Submission Deadlines

Travel Grant applications can only be submitted for travel that will begin no later than six months after the travel grant deadline. The travel eligibility deadlines for each travel grant round are below:
- September 12 Deadline: Applications accepted beginning August 1
  - Eligible Travel Dates: June 1 – March 12
- November 1 Deadline: Applications accepted beginning October 1
  - Eligible Travel Dates: October 1 – April 30
- Combined January/March 1 Deadline: Applications accepted beginning December 1
  - Eligible Travel Dates: December 1 – September 1 (following fiscal year)
- May 1 Deadline: Applications accepted beginning April 1
  - Eligible Travel Dates: April 1 – October 31

To apply for a GPSC Travel Grant, please visit https://gpsc.arizona.edu/travel-grants.

Before the Trip

When you are traveling on University business, you must complete a *Travel Authorization Request* before your trip. This online form can be found at
https://admin.eller.arizona.edu/employee-resources/all-employees/travel-authorization-request.
Once this form has been submitted, it will be forwarded to the Department Representative, who will then process the University paperwork. If this is an international trip, you must complete this form at least 30 days before departure.

Please note – If you have submitted an M&O Travel Grant Request, you are still underlined required to complete this form.

Conference Registration Fees:
If there are conference registration expenses, you may pay for all fees personally, then submit your receipts for reimbursement, or all fees can be paid using the Departmental Credit Card. Please see Mariam for processing.

Airfare:
You must purchase your own airline tickets. However, we can reimburse you prior to your trip. Please give all receipts and confirmation documentation to Mariam for processing. (If for some reason you do not end up traveling, you will be required to repay the University of Arizona for any reimbursements you may have already received.)

Lodging:
There is a lodging per diem which will vary from city to city, please see Mariam for exact per diem amounts. However, if you are staying at a designated hotel, you must provide documentation proving the hotel is associated with the conference, then you can be reimbursed for the full amount for your lodging expense.

Meals:
There is a meal per diem and this amount will vary from city to city. Please see Mariam prior to your trip if you wish to find out how much the university will reimburse you each day you are away on business. Please be aware that if any meals are provided to you at your conference or meeting, you will not be reimbursed the full per diem amount.

After the Trip

Within 5 business days of returning from your trip, please provide Mariam with all of your receipts. Reimbursements are processed as "stipend awards" to your Bursar's account. It usually takes 1-2 weeks for this reimbursement to be fully processed.

Reimbursements for travel will be processed as a cash stipend through your student Bursar's account (rather than through the UA Employee/Payroll System).

MINOR DEGREE REQUIREMENTS

All doctoral students will complete their minor within the department by selecting three 4.0 credit hour Management and Organizations doctoral project electives. Example electives include (but are not limited to) Groups and Teams (MGMT 675/676), Judgement and Decision Making (MGMT 663/664), and Topics in OT/Strategy (MGMT 605/606). In order to complete the minor, students must complete a total of **10** credit hours (e.g., completing the three seminars in our department will total 12 credit hours to achieve this).

If the electives offered in the department do not total the 10 credit hour requirement (or students find another course outside of the department that they would like to use towards the minor; e.g., a qualitative methods course or a course in Sociology), they must work with their faculty advisor and the doctoral program directors to make sure that the selected course is a good fit and approved by the department. Stated differently, in the event that courses must be taken outside of the department (or students wish to design an individualized plan) for the minor, these courses must be approved by the student's major advisor and the doctoral program directors.

Minor coursework should be completed during the first two years of the doctoral program. All minor coursework must be completed prior to taking the minor written comprehensive exam, which will take place during the summer after your second year.

HURDLE 1
Independent Research Project

In keeping with the strong research focus of the doctoral program, students are required to design and conduct an independent research project during their first two years. This project will be supervised by three faculty members (with one serving as the committee chair).

This project is expected to give the student an early opportunity to acquire hands-on experience in the research process. The project should demonstrate the student's ability to:

- explore a particular topic of interest
- define a research problem
- confront that problem with appropriate research methods
- demonstrate a competent understanding and application of appropriate analysis
- communicate the results clearly and concisely
- learn how to prepare a manuscript for submission to an academic journal

The planning and execution of this research project is an important part of the student's research training. Most important, the completion of this project should enhance the student's skills and confidence for their dissertation. The ultimate goal of this project is to provide the student with their first opportunity to become published in a top-tier journal. This will allow him or her to be better prepared for the job market for positions in peer-level institutions.

Each student must have a faculty advisor from the M&O Department to supervise the project as the committee chair. However, two other faculty members must also approve the project proposal and the final written manuscript. The form and length of the paper should be the same as required by the targeted top-tier academic journal (e.g., *Academy of Management Journal*, *Journal of Applied Psychology*, *Organization Science*, *Personnel Psychology*, *Strategic Management Journal, etc*). Unless there are extenuating circumstances, the manuscript should be submitted for review in the targeted journal once the faculty committee approves the manuscript. Note that the faculty committee may give final comments and allow the committee chair to approve the final draft.

Students should adhere to the following schedule:
Please note: "Last Day of Semester" officially will be the last day of Finals Week (typically the second week of May/December). If you have questions about your specific date, please see Mariam or your advisor.

By Last Day of Spring Semester Year 1: Identify Committee Chair
- You must get a signature from your committee chair to indicate that they agree to serve on your committee (see **Appendix B**)

By First Day of Fall Semester Year 2: Identify Project Committee
- You must identify 2 additional faculty members to serve as committee members and receive signatures indicating that they agree to serve on your committee (see **Appendix B.1**)

By Last Day of Fall Semester Year 2: Faculty committee approves your project proposal
- Committee chair decides when proposal is ready to go to committee
- You must provide a *completed* copy of your proposal to each faculty member at least 2 weeks prior to the proposal meeting
- You must meet with the faculty members on your committee for up to 3 hours to discuss any issues with your proposal
  - The meeting begins with a short overview by the author followed by questions from each faculty member
- If they accept the proposal and feel that any changes needing to be made are minor, each faculty member will sign off on the proposal (see **Appendix C**).
- If the changes are *not* minor, you must complete the changes, provide each faculty member with an amended draft, and get them to sign off on the proposal by the date listed above

By Last Day of Fall Semester Year 3: Faculty committee approves the defense of your project
- Committee chair decides when final paper is ready to go to committee
- You must provide a *completed* copy of your project to each faculty member at least 2 weeks prior to the proposal meeting
- You must meet with the faculty members on your committee for up to 3 hours to discuss any issues with your project
  - The meeting will be comprised of a short overview by the author followed by questions from the faculty members
- If they accept your project and feel that any changes needing to be made are minor, each faculty member will sign off on the project (see **Appendix D**)
- If the changes are *not* minor, you must complete the changes, provide each faculty member with an amended draft, and get them to sign off on the project by the date listed above

If any of these deadlines cannot be met, the student must provide a written request for an extension to the *Graduate Director* as well as *Department Head*. If an extension is *not* offered, the committee retains the option of placing the student on probation. If the committee places a student on probation, the committee can decide to do one or more of the following: (1) prevent students from teaching summer or winter courses or (2) prevent students from receiving funding for conferences.

If an extension is granted, each committee member must provide their signature (see **Appendix E**).

Note: The students are expected to be working on other research projects during this time. However, this Master's Project will be unique due to the structured process and the amount of assistance given by three M&O faculty members.

HURDLE 2
Comprehensive Exams

By End of Summer after Year 2: Pass Written Comprehensive Exams (ideally before the Academy of Management conference)

By End of Fall Semester of Year 3: Pass Oral Comprehensive Exams (ideally by November/December)

Comprehensive exams consist of two separate steps:
1. Written Major
2. Oral examination
   Note: There may be a minor requirement you need to fulfill also. Please check with the minor department for more information.

Comprehensive exams are taken after essentially all coursework has been completed and generally during the summer after students' second year in the program (i.e., last week in July/first week in August before the Academy of Management conference). The exam must be taken early enough to allow for a re-write should the student fail one or two sections. The goal of this examination is to demonstrate fluency with the overall body of knowledge in organizational behavior and theory, as well as the student's specialized area of interest. In addition, the student is expected to demonstrate his or her ability to integrate the material and apply it to novel situations. *At least seven working days* before the oral portion of the comprehensive exam, the student will need to submit the ***Announcement of Doctoral Comprehensive Exam*** form in GradPath so it can be routed electronically to the committee chair and department head for approval prior to the exam actually taking place.

1. Written Major Exam

When a student has completed all coursework as well as his or her Master's Project defense, he or she needs to schedule his or her Major Written Exam. The reading list for the exam is based largely on the syllabi of the classes taken. Some questions may extend beyond the syllabi to include research topics that are central to the students' focal interest areas. Students should work with their advisors to discuss any supplemental readings for the comprehensive exam.

The exam takes two full days (Day 1: 8am-12pm and 1pm-5pm and Day 2: 8am-12pm and 1pm-6pm) and is split into three separate sections. The first eight hours will cover the student's focal area (micro or macro). Students will be given six questions and will need to answer four. The next four hours will be devoted to the student's non-focal area (micro or macro). Students will be given three questions and will need to answer two. The final five hours will focus on research methods. Students will again be given an essay that has been developed and graded by the faculty member(s) responsible for that section of the reading list. Students will not be required to prepare for questions from electives they have not taken.

Scheduling: Comprehensive exam dates should be selected for the end of the summer or early fall, e.g., the last week of July/first week of August prior to the Academy of Management conference, or the last week of August/first week of September. At a time when there is more than one student that needs to take exams they will need to coordinate the month and times so they can be taken at the same time. This time will need to be approved by the graduate director. All three sections of the exam are open book. A room will be scheduled in which the student will take the exam. The first four answers are focused on the student's primary content area (e.g., micro or macro) and are to be typed and returned to the graduate director by 5pm on day one by email. The second day involves two submission deadlines – 12pm for the first two answers for the student's other content area (e.g., a micro student will have macro questions this morning and vice versa), and 6pm for the answers to the methods questions. Again, all answers are turned in to the graduate direction via email.

Answers will be graded by the faculty member who wrote the question according to the following behaviorally anchored rating scale:

Demonstrates exceptional knowledge of the literature	Demonstrates good knowledge of the literature; missing a few key findings	Demonstrates weak knowledge of the literature; some appropriate content present in answer, but missing many key findings	Demonstrates poor knowledge of the literature; inappropriate or incorrect content reported in response	Demonstrates lack of knowledge of the research area or areas; does not answer the question
Adept at conceptually and empirically linking concepts Answer provides a unique and compelling perspective	Integration across areas is not as strong as "A" answers Answers the question with appropriate content, but does not provide unique perspective that would be considered a major contribution	Weak integration across research areas	Poorly written answer that lacks coherence or is difficult to understand	
A	B	C	D	E

Students can earn +/- grades for each question. Each grade is then converted to the appropriate number of points (e.g., A = 4.00; A- = 3.67; B+ = 3.33; B = 3.00; B- = 2.67; C+ = 2.33; C = 2.00; C- = 1.67; D+ = 1.33; D = 1.00; D- = 0.67; E = 0.00). **Students need a B- or better (i.e., 2.67 average or better) to pass a specific question or section of the exam.** If a student passes an exam section but does not pass a specific question, the question may become a focal area during the oral exam. If a student does not pass one or more exam sections, he or she will have the opportunity to take the section(s) again. If the student fails one or more exam sections a second time, he or she will fail the exam outright and be dismissed from the program. For example, if a student gets a C on the OT section, retakes the written exam for the OT section, and then gets a C again, they will be dismissed from the program.

Note that in the event a student receives a borderline grade (e.g., C+/B-), the faculty will make an overall holistic determination of whether the exam is passing or not. Further, if a student does pass but is right on the margin (i.e., exactly 2.67) the faculty may require additional demonstration of performance prior to the scheduling of the oral comprehensive exam.

2. Oral Exam

There is one oral exam covering micro, macro, and methods. The oral exam must be scheduled no sooner than three weeks but no later than six months after successful completion of the first of the written examinations. Oral comprehensive exams must be no earlier than within one semester of course completion. Oral exams will be given by four faculty members: the committee chair and three committee members. The committee chair should be the student's primary advisor. Of the remaining three committee members, two will be selected from the M&O Department by the PhD advisor(s) and the final committee member should be a faculty member from the minor. If the student wishes to include additional committee members, he or she may do so.

The *Announcement of Doctoral Comprehensive Exam* is an electronic form on their GradPath site and is routed electronically to all necessary approvers once the student has submitted the form. All approvers will be signing to confirm that the committee, date, and time for the oral portion of the comprehensive exam have been approved by the department.

Once the Announcement of Doctoral Comprehensive Exam form is approved by the Graduate College the committee chair will receive an email with a link to the *Results of Comprehensive Exam* form in GradPath. The committee chair will submit the results of both written and oral comprehensive exams on the Results of Comprehensive Exam form after the successful completion of the oral examination (it is the student's responsibility to make sure that the committee chair received this Results form). The Results of Comprehensive Exam form in GradPath will not be processed as approved/complete until both written and oral exams are satisfied.

While there is no minimum time limit set, the oral exam usually takes 1-2 hours (it cannot take more than 3 hours). In compliance with university policy, the oral examination is intended to allow the student to display knowledge of the chosen field of study and sufficient depth of understanding in his or her area of specialization. Answers will be graded by each faculty member according to the following behaviorally anchored rating scale:

Demonstrates exceptional knowledge of the literature	Demonstrates good knowledge of the literature; missing a few key findings	Demonstrates weak knowledge of the literature; some appropriate content present in answers, but missing many key findings	Demonstrates poor knowledge of the literature; inappropriate or incorrect content reported in responses	Demonstrates lack of knowledge of the research area or areas; does not answer the questions
Adept at conceptually and empirically linking concepts	Integration across areas is not as strong as "A" answers	Weak integration across research areas	Answers lack coherence or are difficult to understand	
Answers provide a	Answers the questions			

A	B	C	D	E
unique and compelling perspective	with appropriate content, but does not provide unique perspective			

Grades of the committee members will be averaged together. Each grade is converted to the appropriate number of points (e.g., A = 4.00; A- = 3.67; B+ = 3.33; B = 3.00; B- = 2.67; C+ = 2.33; C = 2.00; C- = 1.67; D+ = 1.33; D = 1.00; D- = 0.67; E = 0.00). **Students need a B- or better (i.e., 2.67 average or better) to pass the oral comprehensive exam.**

Again, students need a B- average or better to pass. If a student does not pass, he or she will have the opportunity to take the oral exam again. If the student fails a second time, he or she will fail the exam outright and be dismissed from the program.

HURDLE 3
The Dissertation

The doctoral dissertation is evidence of the candidate's ability to conduct important scholarly research on an independent basis. The dissertation should exhibit scope, depth, and skillful presentation, as well as originality. In this manner, the dissertation signals that the student has acquired a scholarly command of the area being investigated and can contribute new knowledge to the field.

With the dissertation, students are expected to have already developed their skills as a researcher. Therefore, the goals of the dissertation are much more substantial and by this point students should be able to demonstrate their mastery of a particular topic of interest and the dissertation should add substantially to that area. The ultimate goal of the dissertation is to give students an opportunity to demonstrate who they are as researchers and academics. The dissertation should represent the first in a series of studies that will continue into the students' first few years as assistant professors outside the University of Arizona.

The dissertation will be supervised by at least three tenured or tenure-track faculty members in M&O (with one serving as the committee chair). Students can also add up to two additional faculty members to the committee if they like and those faculty members can be tenure-track outside of M&O (e.g., faculty at other institutions that are experts on the student's dissertation topic). If the committee has more than three members, this allows for one dissenting vote.

Students should adhere to the following schedule:

By End of Fall Semester of Year 4: Form your dissertation committee by selecting a chair and at least two additional faculty members
- You must get a signature from each individual to indicate that they agree to serve on your committee (this is an electronic form found on your GradPath site ***Doctoral Dissertation Committee Appointment***)

By End of Spring Semester of Year 4: Faculty committee approves your dissertation proposal
- Chair decides when proposal is ready to go to committee
- You will provide a *completed* copy of your proposal to each faculty member at least 2 weeks prior to the proposal meeting
- You must meet with the faculty members on your committee for up to 3 hours to discuss any issues with your proposal
    - The meeting begins with a short overview by the author followed by questions from each faculty member
- Your proposal will be open to the MO department. If you would like to keep the proposal private, you will need approval from the PhD coordinators and department head with the endorsement of your dissertation committee.
- If they accept the proposal and feel that any changes needing to be made are minor, each faculty member must agree that you are ready to move on with minor or no changes.

- If the changes are *not* minor, you must complete the changes, provide each faculty member with an amended draft, and get them to sign off on the proposal by the date listed above
- Unapproved proposals may lead to dismissal from the program.
- If the proposal is accepted, fill out the ***Prospectus/Proposal Confirmation*** form on GradPath. You will also need to complete the internal proposal form (see **Appendix F**).
- If proposal is accepted, determine whether or not you would like to apply for the $1000 dissertation grant that can cover any costs associated with completing the degree (e.g., subject payments, travel, etc.). The application process is simple- write a short letter to the graduate director delineating exactly where the funds will go.

By End of Spring Semester of Year 5: Successfully defend your dissertation
- Chair decides when final paper is ready to go to committee
- Once you are ready to defend, submit the ***Announcement of Final Oral Exam*** through GradPath <u>at least 7 working days in advance</u>. By submitting this form, an announcement will be made in the University of Arizona's Lo Que Pasa newsletter.
- You must provide a *completed* copy of your dissertation to each faculty member at least 2 weeks prior to the proposal meeting
- You must meet with the faculty members on your committee for up to 3 hours to discuss any issues with your dissertation
  - The meeting will be comprised entirely of questions from the faculty members on the committee
- If the student successfully defends his or her dissertation and any changes needing to be made are minor, the GradPath form ***Results of Final Oral Defense*** will need to be approved by your committee.
- If the changes are *not* minor, you must complete the changes, provide each faculty member with an amended draft, and get them to sign off on the dissertation by the date listed above.

If any of the dissertation deadlines are not met, the student must provide a written request for an extension to their committee. If an extension is *not* offered, the committee retains the option of placing the student on probation or dismissing the student from the program.

HURDLE 4
Teaching Experience

In your fourth year of the program, doctoral students are responsible for teaching a full semester-long course to undergraduate students in the Management & Organizations department. To fulfill this requirement, you must serve as the primary instructor for the course, and not as a co-instructor (with another instructor) or a teaching assistant (TA). This requirement is designed to help students gain experience teaching courses in a business school setting. In addition, this teaching offsets the financial costs of the doctoral program; therefore, although you will be paid to teach other courses, you will not necessarily be paid additional wages to teach this one full semester course in your fourth year.

To officially pass this hurdle, the TCE (Teacher course evaluations) report will be evaluated by the graduate director/student advisor.

PERFORMANCE EVALUATIONS

In the M&O department, we provide students with ample feedback about their performance tied to research, coursework, and overall "citizenship" in the department and the field. The timing of this feedback differs depending on the stage of the program. First- and second-year PhD students will be evaluated twice a year (an informal evaluation at the end of Fall semester and a formal evaluation at the end of Spring semester); students in their third year and beyond will be evaluated once a year (a formal evaluation at the end of Spring semester). The performance evaluations include self-evaluations from the students (to be completed by December 1 and May 1 for the two performance evaluation periods) and feedback from all members of the faculty. Students are provided ratings on the following scale during each performance evaluation: 4 = Exceeds expectations, 3 = Meets expectations, 2 = Needs Improvement, 1 = Unsatisfactory.

To access the evaluation template, please see **Appendix G**, the MAO Common Department Drive, or contact Mariam.

Appendix A
Management & Organizations – Ph.D. Student Travel Grant Request

Policy on graduate student funding:
- Along with a Management & Organizations Travel Grant Request, you are required to apply for a travel grant through the GPSC.
- All students receive $500 in funding for travel and other research-related expenses per fiscal year, July 1 – June 30. (However, first year students will be allocated $1,000 for these expenses.) Any unused funds as of June 30 each year are forfeited as funds do not roll-over year to year.
- Students will be eligible for up to an additional $750 if they are <u>presenting</u> a paper at a conference related to the field of management.
    - This can be a formal presentation or a paper session
    - Authorship does not influence funding (i.e., can be fourth author and receive funding as long as he or she is presenting the paper)
    - Only one graduate student is eligible per paper
- Students will be eligible for up to an additional $1,000 if they are presenting <u>two</u> papers at two separate conferences.
- Students who are not presenting a paper at a conference can still apply for the additional $750 in funding if the student feels there are special circumstances that require their attendance (e.g., attending a doctoral seminar).

Name: _____   Date: _____

Amount requested: $_____   Additional funding applied for/received: $_____ / $_____
                                           (example: GPSC)

<u>Conference Information</u>

Organization name and/or Conference title:

_____

Dates of conference: _____   City of conference: _____

Information being Presented or Title of paper:

_____C

o-Authors: _____

Who will be presenting this paper: _____

Please forward this request to the M&O Ph.D. Program Faculty Director

Approved   Denied   (circle one)

Name: _____   Date: _____
Once signed, please forward to Brandie Cudney.

* * * * * * * * * * * * * * * To be completed by Department * * * * * * * * * * * * * * * * *

Approved: _____   Travel Authorization Number: _____

Appendix B

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS

The following faculty member agree to serve on the ***Master's Project Chair*** for:

_____

_____   _____   Date: _____

Advisor - Name   Signature

Appendix B.1

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS

The following faculty members agree to serve on the ***Master's Project Committee*** for:

_____

		Date: _____
_____	_____	
Committee Member – Name	Signature	

		Date: _____
_____	_____	
Committee Member – Name	Signature	

Appendix C

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS

As members of the Master's Project Committee, we certify that we have read the ***Master's Project Proposal*** prepared by:

_____

Titled:

_____

_____

and recommend that it be accepted as fulfilling the Master's Project proposal requirement in the Department of Management and Organizations.

_____   _____   Date: _____
Advisor - Name   Signature

_____   _____   Date: _____
Committee Member – Name   Signature

_____   _____   Date: _____
Committee Member – Name   Signature

Appendix D

As members of the Master's Project Committee, we certify that we accept the ***deadline extension*** for the Master's Project prepared by:

_____

Titled:

_____

_____

and expect to read the manuscript two weeks prior to the new deadline of _____.

_____   _____   Date: _____
Advisor - Name   Signature

_____   _____   Date: _____
Committee Member – Name   Signature

_____   _____   Date: _____
Committee Member – Name   Signature

Once all signatures have been collected, please submit to Mariam.

Appendix E

As members of the Master's Project Committee, we certify that we have read the ***completed Master's Project*** prepared by:

_____

Titled:

_____

_____

and recommend that it be accepted as fulfilling the Master's Project defense requirement in the Department of Management and Organizations.

_____   _____   Date: _____
Advisor - Name   Signature

_____   _____   Date: _____
Committee Member – Name   Signature

_____   _____   Date: _____
Committee Member – Name   Signature

Once all signatures have been collected, please submit to Mariam.

Appendix F

As members of the *Dissertation Committee*, we certify that we have read the *Dissertation Proposal* prepared by:

_____

Titled:

_____

_____

and recommend that it be accepted as fulfilling the **Dissertation** proposal requirement in the Department of Management and Organizations.

_____   _____   Date: _____

Advisor - Name   Signature

_____   _____   Date: _____

Committee Member – Name   Signature

_____   _____   Date: _____

Committee Member – Name   Signature

Once all signatures have been collected, please submit to Mariam.

Appendix G

ANNUAL PHD STUDENT PROGRESS REPORT
M&O GRADUATE PROGRAM
Date Submitted:

Name: _____
Primary/Secondary Advisors: _____
Date entered the program: _____

Program Progress

Course Completed (add rows as necessary):

Course #	Course Name	Grade	Major or Minor course?	Semester	Year

Cumulative GPA

Date masters project completed or expected: _____
Date courses in major completed or expected: _____
Date written major exam completed or expected: _____
Date courses in minor completed or expected: _____
Date written minor exam completed or expected: _____
Date oral exam completed or expected: _____
Date dissertation proposal defended or expected: _____
Date dissertation expected to be completed: _____

Academic Development

Please add additional rows as necessary.

Name of minor field	Name of minor advisor	Date Approved

Research In-progress and Publications Please list title, co-authors, publication type (empirical study, conceptual paper, review, book chapter, etc.), & citation (if applicable)	Completed or In - progress?	Please check all that apply:			
		Self-Initiated	Group Project	Advisor-Initiated	Published

Presentations—include the topic (Type: AoM, Brownbags, Guest Lectures):	Date

Teaching/Supervision

Courses Taught:

Course #	Course Name	Assistant to faculty or sole instructor?	Semester	Year

Supervision of Undergraduate Research Assistants:

Description	# hours/week	Semester	Year

Graduate Assistantships

Faculty Members Assigned for RA	# hours/week	Semester	Year

Volunteer Work

Service Work (department, community):	Dates

Awards/Recognitions

	Dates

Other Evidence of Scientific Accomplishments

	Dates

GOAL SETTING

1. State specific, challenging, yet attainable goals for yourself in terms of research and completion of program requirements during this next year. For research, be as specific as possible for each project—e.g., complete data collection, complete draft of manuscript, submit to journal for review, etc. For program requirements, you may want to list completion of coursework, passing major/minor exams, starting dissertation development, etc. If this is not your first evaluation, please start by adding the goals you stated in your previous self-study. Comment on which goals were achieved, which we not, why, and how they were revised.

   a. Research

   b. Program requirements

2. Name 3-5 specific institutions that you will be targeting for a position upon completion of your Ph.D. We will begin to develop a strategy to help place you in these institutions.

PLEASE ATTACH AN UPDATED COPY OF YOUR CV TO THIS SELF EVALUATION.