



THE UNIVERSITY OF ARIZONA
ELLER COLLEGE OF MANAGEMENT

Management & Organizations

PHD PROGRAM HANDBOOK

2026-2027 Academic Year

UNIVERSITY OF ARIZONA
[ELLER.ARIZONA.EDU/PROGRAMS/DOCTORAL/MANAGEMENT](https://eller.arizona.edu/programs/doctoral/management)
MANAGEMENT AND ORGANIZATIONS DEPARTMENT
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Welcome to the Management & Organizations PhD Program

The Management and Organizations (M&O) Doctor of Philosophy in Management at the Eller College of Management is a full-time program designed for completion in approximately five years. Fields of study include organizational behavior, human resource management, strategy and organizational theory, and judgment and decision making.

The program admits a small number of doctoral students each year so students can work closely with faculty and build a strong foundation in theory development, research design, and methodological skills. Students participate in a range of research projects and have access to resources such as the Organizational Behavior Laboratory and its subject pool.

Program Contacts

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Faculty and Research Areas

Use the faculty directory and research pages to learn more about faculty expertise.

Faculty directory: <https://eller.arizona.edu/directory>

Research areas: <https://eller.arizona.edu/programs/doctoral/management/program/faculty>

Program Overview

The Management & Organizations PhD is a full-time program designed to prepare students for academic careers in research and teaching. Students develop a strong foundation in organizational behavior, human resource management, strategy, organizational theory, judgment and decision making, and research methodology.

Expected Outcomes

Students are expected to:

- Demonstrate mastery of the core literature and specialized topics within their areas of study.
- Remain current with theoretical and methodological developments in the field.
- Develop a strong foundation in theory development, research design, and methodology.
- Demonstrate the ability to conduct original, significant research.
- Develop strong teaching and professional skills.
- Demonstrate satisfactory academic progress and contribute positively to the department and profession.

Getting Started: Onboarding

First Two Weeks in Tucson

- ☐ Immunization Requirements <https://health.arizona.edu/graduate-students>
- ☐ Parking Permit <https://parking.arizona.edu/parking/>
- ☐ GradPath *Responsible Conduct of Research Statement* (see section below)
- ☐ Graduate College Orientation – Invitation sent via email
- ☐ CatCard – Student identification card (M&O administrative team will help with this)
- ☐ Eller Directory Photo (M&O administrative team will help with this)
- ☐ Office Key Request (M&O administrative team will help with this)

Annual Mandatory Trainings – All PhD Students

- ☐ UA Harassment & Discrimination Prevention Training
- ☐ Safety Preparedness: Active Shooter Training
- ☐ Information Security Training
- ☐ Arizona Public Service Orientation (new employees within 30 days of hire)
<https://ipp.arizona.edu/arizona-public-service-orientation>

Additional Trainings – Teaching Position

- ☐ FERPA Training
- ☐ TATO: Active Student Learning

Additional Trainings – Research Position

- ☐ Conflict of Interest Training
- ☐ Human Subjects Protection Training completed through CITI

Most required University training is available through EDGE Learning. TATO is completed in Brightspace, Human Subjects Protection training is completed through CITI. See web links below.

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:
<https://grad.arizona.edu/new-and-current-students>
- ☐ UAccess:
<https://uaccess.arizona.edu/>
- ☐ General University Catalog:
<https://catalog.arizona.edu/courses>
- ☐ All graduate student forms:
<https://webforms.grad.arizona.edu/degree-services>
- ☐ Human Subjects Protection Program/IRB
<https://research.arizona.edu/compliance/human-subjects-protection-program>
- ☐ Formatting and submitting the dissertation electronically: <https://grad.arizona.edu/degree-services/dissertations-theses>
- ☐ Academic Integrity:
<https://deanofstudents.arizona.edu/student-rights-responsibilities/academic-integrity>
- ☐ Responsible Conduct of Research Program
<https://research.arizona.edu/research-compliance/rcr>
- ☐ EDGE Learning/Employee Learning Management System:
<https://edgelearning.arizona.edu/>
- ☐ CITI Human Subjects Protection Training through EDGE:
<https://research.arizona.edu/accessing-citi-edge-learning>

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 student's responsibility to comply with current policies.

Degree Requirements and Coursework Planning

You are pursuing a PhD in Management with an emphasis in Management & Organizations. The M&O PhD program requires 66 units.

Requirement	Units
Research foundation	10
Required major coursework	20
Major electives	6
Doctoral minor	12
Dissertation credit	18
Total	66

The research foundation, required major coursework, major electives, and doctoral minor together constitute the 48-unit Management & Organizations major.

Five-Year Milestone Roadmap

This roadmap shows the expected progression of major program milestones. Individual timelines may vary based on research progress, advisor guidance, and program approval.

Year	Primary Focus	Expected Progress
1	Coursework and project planning	Begin research foundation, major, and minor coursework. Select a faculty advisor, identify an independent research project chair, and begin project planning.
2	Coursework and independent research	Complete most or all major and minor coursework. Form the independent research project committee, obtain project proposal approval, and prepare for the written comprehensive examination.
3	Comprehensive examinations and candidacy	Defend the independent research project. Complete the written and oral comprehensive examinations. If successful, advance to doctoral candidacy and begin focused dissertation development.
4	Dissertation proposal, teaching, and job preparation	Form the dissertation committee, develop and defend the dissertation proposal, continue dissertation research, complete the required teaching experience, and prepare for the academic job market.
5	Dissertation and graduation	Complete the dissertation, participate in the academic job market, pass the Final Oral Defense Examination, submit required revisions, and complete all graduation requirements.

Planning Your Coursework

Doctoral courses are offered on a rotating basis and may not be available every year. Students should:

- Review their course plan with their faculty advisor before registration each semester.
- Confirm which courses will satisfy major, elective, and minor requirements.
- Obtain approval before enrolling in a substitute or outside course.
- Maintain a record of completed and planned coursework.

Document all approved coursework and substitutions on the Doctoral Plan of Study in GradPath. The sample five-year plan is a planning guide, not a guarantee that every course will be offered during the semester shown. The faculty advisor and PhD Program Co-Director(s) will help each student develop an approved plan that satisfies degree requirements and supports the student's research development.

Time to Degree

The Management & Organizations PhD program is designed for completion in five years, with five years of funding normally provided according to the terms of the student's offer and appointment letters. Continued enrollment after the fifth program year requires approval from the PhD Program Co-Director(s) and Department Head. Departmental funding beyond the fifth year is not guaranteed.

Under M&O departmental policy, students may not remain in the program for more than 10 years from initial enrollment. This is an absolute maximum and does not supersede the Graduate College time-to-degree requirement.

Students must complete all PhD requirements within five years after passing the comprehensive examination unless an extension is approved. An approved leave of absence does not pause or extend this five-year period. Students who exceed the Graduate College deadline must petition for an extension and may be required to retake the comprehensive examination.

Graduate College Time-to-Degree Policy:

<https://grad.arizona.edu/policies/academic-policies/time-degree>

Understanding Paired Courses

Many M&O doctoral courses are divided into two seven-week sections. Each section is worth 2 units, and the complete pair is worth 4 units.

For example:

MGMT 615: 2 units

MGMT 616: 2 units

MGMT 615/616 together: 4 units

Students normally complete both courses in an approved sequence.

Research Foundation: 10 Units

The research foundation introduces the central theories and professional practices of the field. Ten units are required in the research foundation.

MGMT 615/616: Introduction to Organizational Behavior, 4 units

MGMT 645/646: Organizational Theory, 4 units

MGMT 696A: Academic and Professional Development Seminar, 2 units

Required Major Coursework: 20 Units

Students complete the following required M&O theory and research-methods courses:

MGMT 601/602: Experimental Research Methods, 4 units

MGMT 621/622: Human Resource Management, 4 units

MGMT 633/634: Strategic Management, 4 units

MGMT 653/654: Field-Based Research Methods, 4 units

MGMT 663/664: Judgment and Decision Making, 4 units

Major Electives: 6 Units

Students complete:

One approved topic elective, 3 units

One approved statistics or research-methods elective, 3 units

The specific electives selected should support the student's research interests and methodological development. Courses outside M&O may be used with advance approval from the faculty advisor and PhD Program Co-Director(s).

Doctoral Minor: 12 Units

Students must complete an approved 12-unit doctoral minor. Most M&O students fulfill this requirement through additional M&O doctoral seminars that are separate from their major coursework.

Examples may include:

MGMT 629/630: Meso Topics

MGMT 675/676: Groups and Teams

MGMT 605/606: Topics in Organizational Theory/Strategy

Other approved M&O doctoral seminars offered on rotation

Students may also pursue an approved minor outside Management and Organizations when it better supports their research interests and career goals. An external or individualized minor plan requires advance approval from the faculty advisor and PhD Program Co-Director(s).

Courses may not count toward both the major and minor. Minor coursework should be completed during the first two years. The minor department determines whether a written minor examination is required.

Dissertation Credit: 18 Units

Students complete at least 18 units of MGMT 920 dissertation credit. Dissertation enrollment generally occurs after the student has completed the required coursework and advanced to the dissertation stage of the program.

Sample Five-Year Course Plan

This sample shows one way to complete the 66-unit curriculum. Course rotations, approved electives, research progress, and enrollment requirements may change the sequence.

Year and Term	Sample Coursework	Units
Year 1 Fall	MGMT 601/602: Experimental Research Methods (4) MGMT 615/616: Introduction to Organizational Behavior (4) MGMT 621/622: Human Resource Management (4)	12
Year 1 Spring	MGMT 633/634: Strategic Management (4) MGMT 645/646: Organizational Theory (4) MGMT 696A: Academic and Professional Development Seminar (2) Approved statistics or research-methods elective (3)	13
Year 2 Fall	MGMT 653/654: Field-Based Research Methods (4) MGMT 663/664: Judgment and Decision Making (4) Approved minor seminar 1 (4)	12
Year 2 Spring	Approved major topic elective (3) Approved minor seminar 2 (4) Approved minor seminar 3 (4)	11
Year 3 Fall and Spring	MGMT 920: Dissertation Research (3 units per semester shown for planning)	6
Year 4 Fall and Spring	MGMT 920: Dissertation Research (3 units per semester shown for planning)	6
Year 5 Fall and Spring	MGMT 920: Dissertation Research (3 units per semester shown for planning)	6
	Total degree requirements	66

Planning Notes

- The 48 coursework units are normally completed during the first two years.
- The independent research project is a program milestone rather than a separate required course in the current curriculum.
- The distribution of MGMT 920 units is illustrative. Students must complete at least 18 dissertation units and follow current enrollment requirements.
- All substitutions and outside courses require advance approval and must be documented on the Doctoral Plan of Study.

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 receive ratings on the following scale during each performance evaluation: 4 = Exceeds expectations, 3 = Meets expectations, 2 = Needs Improvement, 1 = Unsatisfactory.

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 while serving the Department of Management & Organizations or the University of Arizona not only damage a student’s reputation but also damage 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 PhD Program Co-Director(s) and Department Head. The appeal will be reviewed by the program faculty and may include a collective meeting with the student. A decision by the program faculty to accept an appeal will be based on a majority vote. The program faculty may place additional requirements or deadlines on the student as a prerequisite for continuing in the program.

Academic Probation

Under 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 readmission 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 readmission must be approved by the head of the department, the Director(s) of Graduate Studies, and the Graduate College. There is no guarantee of readmission.

Academic Advising

Students should meet regularly with their faculty advisor and the PhD Program Co-Director(s) to discuss course selection, research development, program milestones, and academic progress. Confirm course plans before registration each semester, particularly when selecting courses outside the department.

The Graduate Program Coordinator supports administrative processes, registration questions, program deadlines, and GradPath requirements. Questions about academic direction, research, or degree planning should be discussed with the faculty advisor or PhD Program Co-Director(s).

Registration

Students register for courses through UAccess Student. Review the upcoming semester's course plan with your faculty advisor before enrolling. Check the timeline for course registration.

Some courses, including independent study, dissertation, and courses outside the department, may require instructor or department permission. Contact the Graduate Program Coordinator when permission, registration assistance, or departmental enrollment is required. The Graduate Program Coordinator will generally register you for any department-offered PhD course a few weeks prior to the semester.

GradPath

GradPath is the Graduate College degree audit and electronic forms system used to track progress toward the degree. Students complete and submit forms through UAccess Student, and the system routes them to the appropriate faculty, department, and Graduate College approvers.

Sequence matters. Some forms remain unavailable until earlier forms have been submitted and approved. Do not wait until an exam or defense is imminent. Work with the Graduate Program Coordinator to confirm the required form and approval timeline.

First two weeks of the first semester: Submit the Responsible Conduct of Research Statement. Other GradPath forms cannot be accessed until this form is complete.

Generally, by the third semester, submit the Plan of Study. The plan should account for major courses, minor courses, and dissertation credits across the program. It must be approved before submitting forms that require an approved plan.

Funding and Employment

Management & Organizations PhD students typically receive a 0.50 FTE appointment as a Graduate Research Assistant. The financial support package includes a stipend, base tuition remission, and student health insurance.

Stipend: For 2026–2027, the annualized full-time rate is \$65,700, resulting in a stipend of \$32,850 at 0.50 FTE. Stipends are paid biweekly through University payroll. Students are strongly encouraged to enroll in direct deposit through UAccess Employee. The Department Head serves as the supervisor and timesheet approver.

Tuition remission: A 0.50 FTE appointment provides 100% remission of base tuition during the appointment period. Students remain responsible for mandatory, program, course, and other applicable fees.

Student health insurance: The University pays the full premium for student-only coverage through the Student Health Insurance Plan during the appointment period. Students must enroll in the plan after their appointment has been processed and must maintain the required graduate enrollment. Coverage is not automatic, and dependent coverage is not available through the student plan.

Specific appointment dates, stipend, tuition remission, health insurance eligibility, and compensation terms are governed by the student's current offer or appointment letter and University policy.

<https://grad.arizona.edu/gaships/resources-graduate-students/benefits>

Travel and Research Support

Funding amounts, eligibility requirements, and University procedures may change. Students are responsible for reviewing current guidance, confirming available funding, and obtaining required approvals before registering for a conference, booking travel, or incurring research-related expenses. Do not assume that an expense is reimbursable until it has been approved.

Before registering, booking travel, or making a purchase, students must:

- Know which approved funding account will support the expense.
- Review current University travel and expense policies.
- Determine whether the expense is allowable, reasonable, and properly justified.
- Prepare a clear business justification.
- Obtain all required approvals before incurring the expense.
- Retain and submit the required receipts and supporting documentation.

Travel Authorizations and Expense Reports are completed through Travel and Expense in UAccess. Students are responsible for learning the system and following current University and Eller procedures. An expense should not be incurred unless the student has confirmed that it is allowable, adequately funded, and approved.

Students who need assistance using Concur may review the current University guidance or schedule individual assistance with a Concur Ambassador.

Students are also expected to pursue available support through GPSC grants, professional associations, and other external funding sources. Grant deadlines and eligibility requirements are maintained by the sponsoring organization.

Current resources:

University Business Travel Guide:

<https://finance.arizona.edu/travel/guide>

Concur Ambassador Booking:

<https://bookings.cloud.microsoft/book/TravelExpenseAmbassadors@emailarizona.onmicrosoft.com/?ismsaljsauthenabled>

GPSC Travel Grants:

<https://gpsc.arizona.edu/travel-grants>

Questions that cannot be resolved through available University guidance may be directed to the M&O administrative team at MOsupport@eller.arizona.edu

External Funding Opportunities

Students are encouraged to actively seek fellowships, scholarships, research grants, travel awards, dissertation funding, and other opportunities that support their academic and professional development. Opportunities, eligibility requirements, and deadlines change frequently, so students should use the University's current funding databases rather than rely on a static list in this handbook.

- Graduate College Funding Opportunities:
<https://grad.arizona.edu/funding/opportunities>
- Graduate Center Office of Fellowships:
<https://gradcenter.arizona.edu/funding/office-fellowships>
- Scholarship Universe:
<https://financialaid.arizona.edu/ScholarshipUniverse>
- Other Financial Resources:
<https://grad.arizona.edu/funding/financial-resources>

Students are responsible for identifying appropriate opportunities, reviewing eligibility and application requirements, and meeting all deadlines. Discuss potential applications with your faculty advisor and allow sufficient time for any required nomination, departmental endorsement, budget review, or University approval.

Before accepting an award, confirm whether it affects your graduate assistantship, tuition remission, health insurance, or other financial support.

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 importantly, 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 them 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:

For purposes of these deadlines, 'Last Day of Semester' means the last day of finals week (typically the second week of May/December). If you have questions about your specific date, please see 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 two additional faculty members to serve as committee members and receive signatures indicating that they agree to serve on your committee (see **Appendix C**)

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 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 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 F**)
- 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 **PhD Program Co-Director(s)** 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 Independent Research 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 so that you can take full advantage of the 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. 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 their 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

After completing the required coursework, the student must schedule the 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 in collaboration with students' advisors and the department head but should take place during the summer after the student's

second year. 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.

All three sections of the exam are open book. The use of AI is prohibited. 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 coordinator 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. 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 Adept at conceptually and empirically linking concepts Answer provides a unique and compelling perspective	Demonstrates good knowledge of the literature; missing a few key findings 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	Demonstrates weak knowledge of the literature; some appropriate content present in answer, but missing many key findings Weak integration across research areas	Demonstrates poor knowledge of the literature; inappropriate or incorrect content reported in response Poorly written answer that lacks coherence or is difficult to understand	Demonstrates lack of knowledge of the research area or areas; does not answer the question
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, the student will have the opportunity to take the section(s) again. If the student fails one or more exam sections a second time, the student 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 Process and Requirements

At least two weeks prior to the oral comprehensive exam, the student must submit the *Announcement of Doctoral Comprehensive Exam* electronic form through GradPath. Once submitted, the form is routed electronically to all required approvers, who confirm approval of the committee composition, exam date, and time for the oral portion of the comprehensive exam. After the *Announcement of Doctoral Comprehensive Exam* form is approved by the Graduate College, the committee chair will receive an automated email containing a link to the *Results of Comprehensive Exam* form in GradPath. Following the successful completion of the oral examination, the committee chair is responsible for submitting the results of **both the written and oral comprehensive exams** on this form. It is the student's responsibility to ensure that the committee chair receives and submits the Results form.

There is **one oral comprehensive exam** covering micro, macro, and methods. The oral exam must be scheduled **no sooner than three weeks and no later than six months** after successful completion of the first written examination, and it must occur **within one semester of course completion**. Oral comprehensive exams are conducted by **four faculty members**: the committee chair and three additional committee members. The committee chair must be the student's primary advisor. Of the remaining three members, **two are selected from the Management and Organizations Department by the PhD Program Co-Director(s)**, and the final member must be a **faculty member from the student's minor**. Students may include additional committee members if they wish. There is no minimum time requirement for the oral exam; however, it typically lasts **one to two hours and may not exceed three hours**. In accordance with university policy, the oral examination is designed to allow the student to demonstrate knowledge of the chosen field of study and sufficient depth of understanding in their area of specialization. Each faculty member evaluates the student using a behaviorally anchored rating scale. Individual grades are converted to grade points (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), and the committee members' grades are averaged. To pass the oral comprehensive exam, students must earn a **B-average or higher (2.67 or above)**.

Students who do not pass the oral exam on the first attempt are permitted **one additional attempt**. Failure of the oral comprehensive exam on the second attempt results in **failure of the exam and dismissal from the program**.

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

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 M&O department. If you would like to keep the proposal private, you will need approval from the PhD Co-Director(s) 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 G**).
- 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 coordinator 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 Defense** in **GradPath** at least 10 business days before the defense. The Graduate College will post the public defense presentation on the University calendar.
- 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
 - While dissertation defenses are public, anyone attending the defense outside of the student's committee or members of the M&O department can only attend for the student's presentation and must leave before faculty questioning begins (whether in person or virtually).
 - A Zoom link can be provided for audience members to attend virtually. The Zoom link will be provided by the student's faculty advisor ahead of the meeting. The faculty advisor will be responsible for monitoring the Zoom chat and recording the session.
- If the student successfully defends their 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 SCS (Student Course Surveys) report will be evaluated by the PhD Co-Director(s).

Appendix A

This appendix provides examples of courses outside M&O that may support students' research interests and methodological development. Course availability, titles, and requirements may change. Students should consult the current University course catalog and the Graduate Training in Applied Statistics website at <https://gtas.arizona.edu>. Advance approval from the faculty advisor and PhD Program Co-Director(s) is required before an outside course may be applied toward the degree.

Focus	Course	Course Title
Methods/Statistics	EDP 541	Introductory Statistics in Education
Methods/Statistics	PSYC 510	Statistics Fundamentals
Methods/Statistics	FSHD 537A	Introduction to Statistical Analysis
Methods/Statistics	EDP 641	Selected Applications of Statistical Methods
Methods/Statistics	FSHD 537B	Intermediate Statistics
Methods/Statistics	PSYC 507A/597A	Statistical Methods in Psychological Research
Methods/Statistics	ANTH 595D	R Programming for Data Visualization and Analysis
Methods/Statistics	EDP 646A	Applied Multivariate Statistics in Education
Methods/Statistics	FSHD 617A	Structural Equation Modeling
Methods/Statistics	FSHD 617B	Dyadic Data Analysis
Methods/Statistics	FSHD 617C	Multilevel Modeling
Methods/Statistics	EDP 558	Tests and Measurements
Methods/Statistics	STAT 571A	Advanced Statistical Regression Analysis
Methods/Statistics	STAT 571B	Design of Experiments
Methods/Statistics	SOC 527	Social Network Analysis
Methods/Statistics	SOC 570A	Social Statistics
Methods/Statistics	SOC 561	Programming for the Social Sciences
Methods/Statistics	SOC 574C	Categorical Data Analysis
Methods/Statistics	PSYC 507B/597B	Statistical Methods in Psychological Research, Part II
Methods/Statistics	PSYC 507C/597C	Research Design and Analysis of Variance
Theory	SOC 525	Organizational Theory
Theory	SOC 600	Sociology of Knowledge
Theory	PSYC 560	Advanced Social Psychology
Theory	PSYC 506	Foundations of Cognitive Psychology
Theory	PSYC 696C	Cognitive and Affective Bases of Behavior

Course availability and titles may change. Students should review the current University course catalog and obtain approval before enrolling.

Appendix B

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS
INDEPENDENT RESEARCH PROJECT CHAIR AGREEMENT

The following faculty member agrees to serve as chair of the Independent Research Project for the student named below.

Student Name: _____

Advisor - Name

Signature

Date: _____

Forms may be routed electronically for signatures or printed and signed. Once all required signatures have been collected, submit the completed form to
MOsupport@eller.arizona.edu

Appendix C

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS
PROJECT COMMITTEE AGREEMENT

The following faculty members agree to serve on the *Independent Research Project Committee* for:

Committee Member – Name

Signature

Date:

Committee Member – Name

Signature

Date:

Forms may be routed electronically for signatures or printed and signed. Once all required signatures have been collected, submit the completed form to MOsupport@eller.arizona.edu.

Appendix D

THE UNIVERSITY OF ARIZONA DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS PROJECT PROPOSAL APPROVAL

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

Titled:

and recommend that it be accepted as fulfilling the Independent Research Project proposal requirement in the Department of Management and Organizations.

Advisor - Name

Signature

Date:

Committee Member – Name

Signature

Date:

Committee Member – Name

Signature

Date:

Forms may be routed electronically for signatures or printed and signed. Once all required signatures have been collected, submit the completed form to MOsupport@eller.arizona.edu.

Appendix E

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS
PROJECT DEADLINE EXTENSION

As members of the Independent Research Project Committee, we certify that we accept the ***deadline extension*** for the Independent Research Project prepared by:

Titled:

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

Advisor - Name

Signature

Date: _____

Committee Member – Name

Signature

Date: _____

Committee Member – Name

Signature

Date: _____

Forms may be routed electronically for signatures or printed and signed. Once all required signatures have been collected, submit the completed form to MOsupport@eller.arizona.edu.

Appendix F

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS
COMPLETED PROJECT VERIFICATION

As members of the Independent Research Project Committee, we certify that we have read the *completed Independent Research Project* prepared by:

Student's Name: _____

Titled:

and recommend that it be accepted as fulfilling the Independent Research Project defense requirement in the Department of Management and Organizations.

Advisor - Name

Signature

Date: _____

Committee Member – Name

Signature

Date: _____

Committee Member – Name

Signature

Date: _____

Forms may be routed electronically for signatures or printed and signed. Once all required signatures have been collected, submit the completed form to MOsupport@eller.arizona.edu.

Appendix G

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS
DISSERTATION PROPOSAL APPROVAL

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

Student's Name: _____

Titled:

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

_____ Advisor - Name	_____ Signature	Date: _____
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_____ Committee Member – Name	_____ Signature	Date: _____
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_____ Committee Member – Name	_____ Signature	Date: _____
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Forms may be routed electronically for signatures or printed and signed. Once all required signatures have been collected, submit the completed form to MOsupport@eller.arizona.edu.

Appendix H

ANNUAL PHD STUDENT PROGRESS REPORT M&O GRADUATE PROGRAM

Date Submitted:

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

Program Progress

Courses 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):	<u>Dates</u>

Awards/Recognitions

	<u>Dates</u>

Other Evidence of Scientific Accomplishments

	<u>Dates</u>

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 were 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.