Department of Management and Organizations

Ph.D. Graduate Student Handbook

Welcome to our Wildcat Family!
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: 

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*

<table>
<thead>
<tr>
<th>Year</th>
<th>Semester</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Spring</td>
<td>MGMT 645/646 - Organizational Theory  &lt;br&gt; MGMT 621/622 - HR  &lt;br&gt; MGMT 633/634 - Strategy  &lt;br&gt; MGMT 900 – Independent Research Project</td>
</tr>
<tr>
<td>2</td>
<td>Fall</td>
<td>MGMT 653/654 – Field Based Research Methods  &lt;br&gt; MGMT 900 – Independent Research Project  &lt;br&gt; MGMT 605/606 - Topics in OT and Strategy*  &lt;br&gt; MGMT 675/676 – Groups and Teams*</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>MGMT 900 – Independent Research Project  &lt;br&gt; MGMT 663/664 – Judgment and Decision Making*  &lt;br&gt; MGMT 629/630 – Motivation and Well-Being*</td>
</tr>
<tr>
<td>3</td>
<td>Fall</td>
<td>Research/Dissertation Credits  &lt;br&gt; Additional Seminar if Desired</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Research/Dissertation Credits  &lt;br&gt; Additional Seminar if Desired</td>
</tr>
<tr>
<td>4</td>
<td>Entire Year</td>
<td>Research/Dissertation Credits</td>
</tr>
<tr>
<td>5</td>
<td>Entire Year</td>
<td>Research/Dissertation Credits</td>
</tr>
</tbody>
</table>

## Course Requirements

<table>
<thead>
<tr>
<th>Course Requirements</th>
<th>Number of Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Courses (36 Units; includes Professional Development Workshop and Independent Research Project)</td>
<td>10</td>
</tr>
<tr>
<td>Minor Courses (12 Units)</td>
<td>4</td>
</tr>
<tr>
<td>Dissertation Credits (Minimum 18 Units)</td>
<td></td>
</tr>
</tbody>
</table>

*Elective courses that constitute the M&O minor*
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 core literature in organization behavior, organization theory, policy and decision 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

Aleksander Ellis  
Management and Organizations Department Head  
<ellis@email.arizona.edu>  
520.621.7461

Songcui Hu  
Doctoral Program Co-Director  
<Songcuih@email.arizona.edu>  
520.621.0722

Sarah Doyle  
Doctoral Program Co-Director  
<spdoyle@arizona.edu>  
520.621.5549

Mariam Hawatmeh  
Graduate Program Coordinator  
<mariamh@email.arizona.edu>  
520.621.7463
FACULTY

<table>
<thead>
<tr>
<th>Lehman Benson III</th>
<th>Joseph Broschak</th>
<th>Sarah Doyle</th>
<th>Aleksander Ellis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor</td>
<td>Associate Professor</td>
<td>Assistant Professor</td>
<td>Professor</td>
</tr>
<tr>
<td>Areas of Expertise:</td>
<td>-Social Embeddedness and Social Capital</td>
<td>Areas of Expertise:</td>
<td>Areas of Expertise:</td>
</tr>
<tr>
<td>-Sports Management</td>
<td>-Professional Service Firm-Client Relationships</td>
<td>-Status</td>
<td>-Unethical and Deviant Behavior</td>
</tr>
<tr>
<td>-Judgement &amp; Decision Making</td>
<td>-Gender difference and mobility in managerial labor markets</td>
<td>-Social Hierarchy</td>
<td>-Group and Team Effectiveness</td>
</tr>
<tr>
<td>-Organizational Justice</td>
<td>-Interpersonal and Intergroup Relations</td>
<td>-Interpersonal Helping</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Allison Gabriel</th>
<th>Barry Goldman</th>
<th>Brian Hilligoss</th>
<th>Songcui Hu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>Associate Professor</td>
<td>Associate Professor</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Areas of Expertise:</td>
<td>-Human Resource Management</td>
<td>Areas of Expertise:</td>
<td>Areas of Expertise:</td>
</tr>
<tr>
<td>-Emotions at work</td>
<td>-Conflict Management and Negotiations</td>
<td>-Health Care Management</td>
<td>-Behavioral Strategy</td>
</tr>
<tr>
<td>-Employee recovery</td>
<td>-Organizational Justice</td>
<td>-Coordination</td>
<td>-Organizational Goals and Decision Making</td>
</tr>
<tr>
<td>-Interpersonal stressors and relationships at work</td>
<td></td>
<td>-Organizational Routines</td>
<td>-Organizational Learning and Adaptation</td>
</tr>
<tr>
<td>-Motivation</td>
<td>-Employee well-being</td>
<td>-Sensemaking</td>
<td>-Organizational Risk Taking</td>
</tr>
<tr>
<td>-Employee well-being</td>
<td></td>
<td>-High-reliably organization</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tamar Kugler</th>
<th>Nathan Podsakoff</th>
<th>Oliver Schilke</th>
<th>Jerel Slaughter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor</td>
<td>Professor</td>
<td>Associate Professor</td>
<td>Professor</td>
</tr>
<tr>
<td>Areas of Expertise:</td>
<td>Areas of Expertise:</td>
<td>Areas of Expertise:</td>
<td>Areas of Expertise:</td>
</tr>
<tr>
<td>-Interactive Decision Making</td>
<td>-Employee Citizenship/Prosocial Behavior</td>
<td>-Organization Routines/Capabilities</td>
<td>-Recruitment and Applicant Attraction</td>
</tr>
<tr>
<td>-Emotions and Decision Making</td>
<td>-Influence</td>
<td>-Trust</td>
<td>-Deviant and Unethical Behavior in Organizations</td>
</tr>
<tr>
<td>-Inter-Group Conflict</td>
<td>-Methods of Research</td>
<td>-Organizational Identity</td>
<td>-Pre-Employment Selection Tests</td>
</tr>
</tbody>
</table>

For more information, visit [https://management.eller.arizona.edu/faculty/directory](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/deadline 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 student is removed from 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 course work. 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 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](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, on-line 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 directing 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 course work (including major courses, minor courses, and MGMT 920 dissertation credits). Please see Mariam for assistance in adding the additional MGMT 920 courses before submitting 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).

A minor advisor should also be chosen by this time.

**TRAVEL REIMBURSEMENT**
Policies and Procedures

Management & Organizations Funding Policies

All students receive $500 in funding for travel and other research-related expenses 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 required 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 presenting 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 two 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
  o Eligible Travel Dates: June 1 – March 12
• November 1 Deadline: Applications accepted beginning October 1
  o Eligible Travel Dates: October 1 – April 30
• Combined January/March 1 Deadline: Applications accepted beginning December 1
  o Eligible Travel Dates: December 1 – September 1 (following fiscal year)
• May 1 Deadline: Applications accepted beginning April 1
  o 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 required to complete this form.

**Conference Registration Fees:**
If there are conference registration expenses, you may pay for all fees personally, than 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 Groups and Teams (MGMT 675/676), Judgement and Decision Making (MGMT 663/664 Motivation and Well-Being (MGMT 629/630), 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 students wish to take a course outside of the department as part of 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, any individualized plans for the minor 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 skill and confidence for their dissertation. The ultimate goal of this project is to provide the student 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, Personnel Psychology, Strategic Management Journal). 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:

*Note: “Last Day of Semester” officially will be the last day of Finals Week (typically second week of May/December). If you have questions about the specific date, 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
  o 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 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

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
  o 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 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

After Successful Defense: Brownbag presentation
• You will be required to give a 60-minute (including questions) PowerPoint presentation on your master’s project during a Brownbag meeting.
  o In some cases, students may be able to present a project other than their master’s thesis. Please speak with your Committee Chair and the Director of Graduate Studies for approval.

*You will need to coordinate with the Brown Bag Committee to set up presentation date/time.

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 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 Summer after Year 2: Pass Written Comprehensive Exams

By Fall 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 on the syllabi of the classes taken.

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 last week of July/first week of August prior to the Academy of Management conference. 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:

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

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. Orals 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 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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Demonstrates exceptional knowledge of the literature.</td>
</tr>
<tr>
<td>B</td>
<td>Demonstrates good knowledge of the literature; missing a few key findings.</td>
</tr>
<tr>
<td>C</td>
<td>Demonstrates weak knowledge of the literature; some appropriate content present in answers, but missing many key findings.</td>
</tr>
<tr>
<td>D</td>
<td>Demonstrates poor knowledge of the literature; inappropriate or incorrect content reported in responses.</td>
</tr>
<tr>
<td>E</td>
<td>Demonstrates lack of knowledge of the research area or areas; does not answer the questions.</td>
</tr>
</tbody>
</table>

Adept at conceptually and empirically linking concepts. Integration across areas is not as strong as "A" answers. Answers the questions with appropriate content, but does not provide unique perspective. Weak integration across research areas. Answers lack coherence or are difficult to understand.

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 M&O. If the committee has more than three members, this allows for one dissenting vote.

Students should adhere to the following schedule:

By Fall 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 Spring 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
  - 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 Spring 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 at least 7 working days in advance. 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
  o The meeting will be comprised entirely of questions from the faculty members
• 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

Once during your fourth year, 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. You will work with your advisor and the current department head to select a course that fits your interests and the needs of the department at the time of teaching.

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 “citizen” 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 (end of Fall and end of Spring semester); third year and beyond students will be evaluated once a year (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.
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 presenting 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 two 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)

Conference Information

Organization name and/or Conference title:
____________________________________________________________________________

Dates of conference: _____________________ City of conference: ______________________

Information being Presented or Title of paper:
____________________________________________________________________________________________

Co-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:

________________________________________

Advisor - Name                                        Signature                                        Date: ________________

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

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:

<table>
<thead>
<tr>
<th>Committee Member – Name</th>
<th>Signature</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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.

Advisor - Name _______________________________ Signature _______________ Date: ________________

Committee Member – Name __________________________ Signature _______________ Date: ________________

Committee Member – Name __________________________ Signature _______________ Date: ________________

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

Appendix D

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS

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 ________________.

Advisor - Name ___________________________ Signature ________________ Date: ________________

Committee Member – Name ___________________________ Signature ________________ Date: ________________

Committee Member – Name ___________________________ Signature ________________ Date: ________________

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

Appendix E

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS

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.

Advisor - Name ___________________________ Signature ___________________________ Date: ______________

Committee Member – Name ___________________________ Signature ___________________________ Date: ______________

Committee Member – Name ___________________________ Signature ___________________________ Date: ______________

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

Appendix F

THE UNIVERSITY OF ARIZONA
DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS

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.

---

**Advisor - Name**  
Signature  
Date: ____________

**Committee Member – Name**  
Signature  
Date: ____________

**Committee Member – Name**  
Signature  
Date: ____________

*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):
<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Name</th>
<th>Grade</th>
<th>Major or Minor course?</th>
<th>Semester</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Name of minor field</th>
<th>Name of minor advisor</th>
<th>Date Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Research In-progress and Publications**

Please list title, co-authors, publication type (empirical study, conceptual paper, review, book chapter, etc.), & citation (if applicable)

<table>
<thead>
<tr>
<th>Completed or In-progress?</th>
<th>Please check all that apply:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Self-Initiated</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Presentations—including the topic (Type: AoM, Brownbags, Guest Lectures): Date

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Name</th>
<th>Assistant to faculty or sole instructor?</th>
<th>Semester</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Teaching/Supervision

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Name</th>
<th>Assistance to faculty or sole instructor?</th>
<th>Semester</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Supervision of Undergraduate Research Assistants:

<table>
<thead>
<tr>
<th>Description</th>
<th># hours/week</th>
<th>Semester</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graduate Assistantships

<table>
<thead>
<tr>
<th>Faculty Members Assigned for RA</th>
<th># hours/week</th>
<th>Semester</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Volunteer Work

<table>
<thead>
<tr>
<th>Service Work (department, community):</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Awards/Recognitions
### Other Evidence of Scientific Accomplishments

<table>
<thead>
<tr>
<th>Dates</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.