



Office of  
Faculty Senate

MEMORANDUM

TO: Kate McAteer, Renny Christopher, Gwen Halaas, Mark Beattie, Kevin Fiedler, Nicole Campbell, Jason Gerstner

FROM: Gayle Anderson, Faculty Senate

RE: Create a Master of Science in Business Administration

DATE: October 1, 2020

The attached proposal to create a Master of Science in Business Administration

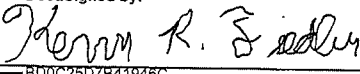
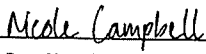
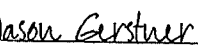
has been received from the Office of the Provost and it has been reviewed and approved by

- Chuck Munson, Chair, Carson College of Business

This proposal is a full Faculty Senate review and will/has been submitted to the appropriate Faculty Senate sub-committees. To continue this process, the following individuals must approve this proposed extension

Name	Title	e-Signature
Kate McAteer	Tri-Cities VCAA	<small>DocuSigned by:</small> Kate McAteer
Renny Christopher	Vancouver VCAA	<small>DocuSigned by:</small> Renny Christopher
Gwen Halaas	Spokane VCAA	<small>DocuSigned by:</small> Gwen Halaas
Mark Beattie	Everett VCAA	<small>DocuSigned by:</small> Mark Beattie


In addition, the faculty campus organization must acknowledge receipt of this proposal and confirm that any relevant concerns have been communicated to their respective Vice Chancellors listed above

Name	Title	e-Signature
Kevin Fiedler	Tri-Cities RFO	DocuSigned by: 
Nicole Campbell	Vancouver CFR	B00C25D7B41946C... DocuSigned by: 
Jason Gerstner	Spokane RFO	DocuSigned by: 2D0449A2BBCC4F5... 

Once e-signatures have been obtained, this proposal will go to the appropriate Faculty Senate Committees. If all Senate Committee approve, the proposal will advance to the Faculty Senate Agenda as a Discussion Item, and if approved will then move onto an Action Item.

MEMORANDUM

TO: Faculty Senate

FROM: Elizabeth Chilton, Provost and Executive Vice President 

SUBJECT: Create a Master of Science in Business Administration

DATE: September 22, 2020

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The attached proposal to create a Master of Science in Business Administration degree has been reviewed by the Provost's Office. We support the proposal. The degree is intended for graduate students who planned to earn a doctoral degree in Business Administration but for various reasons are leaving school before completing that degree. The MS will serve as an offramp that gives the student a tangible result for their post-baccalaureate work.

We judge the proposal ready for the Senate review process.

## NOTICE of INTENT (NOI)

### NEW DEGREE or EXTENDING DEGREE to NEW LOCATIONS and/or to the Global Campus

Send this completed NOI in Word format electronically to the Office of the Provost ([provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)).

Prior to your completing a full degree proposal, this form is circulated to other institutions in the state via the Interinstitutional Committee on Academic Program Planning (ICAPP) for a 30-day review. You may be contacted by other institutions regarding your plans.

Degree Title:	Master of Science in Business Administration
Academic Program:	Business
Academic Plan:	Business
Number of Credits:	38
Department(s) or Program(s):	Departments of Accounting; Finance and Management Science; Hospitality Business Management; Management, Information Systems, and Entrepreneurship; and Marketing. Corresponding to Ph.D. programs in Accounting, Finance, Hospitality Business Management, Management, Management Information Systems, Marketing, and Operations and Management Science.
College(s):	Carson College of Business
Campus(es):	Pullman
Method of Instructional Delivery	Face-to-Face

Contact Name:	Professor Chuck Munson	Email	munson@wsu.edu
Contact Phone:	509-335-3076	Proposed start date:	Jan. 1, 2021

**Program Description and Rationale:** Describe the proposed program, including focus, overview of the curriculum, and a brief rationale for offering the program at this time and/or place.

The proposed MS degree is designed to coincide directly with the current Ph.D. in Business Administration. Students meeting normal degree progress will be eligible to earn the degree after two years of full-time study. From a practical standpoint, the proposed MS also provides students who cannot, or choose not to, continue in the PhD program, with a degree after investing two or more years of intense study. The curriculum is essentially the coursework that is required for a PhD across the business disciplines, as well as completion of an additional non-thesis project. Therefore, no additional faculty resources are required.

The proposed model closely mirrors that of other Ph.D. programs at Washington State University, including the program in the College of Medicine where all students are directly entered into the doctoral track.

The Master of Science in Business Administration will satisfy an unmet need for a specialized, data-oriented master's degree in business. The current MBA from the Carson College provides students with learning opportunities across all the business disciplines while emphasizing the development of broad-based management skills. The proposed MSBA degree, on the other hand, is more technical and specialized; it enables students to focus on a specific interest and develop a great depth of knowledge in a specific subject area.

**Documentation of need for program, with emphasis on student demand.** Describe how the program and/or location will support the state's goals for higher education. Identify similar programs offered by other public or independent institutions in the region, and differentiate it from similar programs. Identify any options for collaboration.

The State's goals may be found at: <http://www.wsac.wa.gov/> "policy"

The related degree is the Ph.D in Business Administration, from which graduates mostly go on to academic positions in business schools at four-year universities. The intent of the MSBA is to offer students who have been accepted into the Ph.D. program (1) a Master's degree to recognize two years of successful graduate coursework, and (2) an option to switch over to a terminal Master's degree if they fail preliminary exams, are not making sufficient progress in the Ph.D program, or decide that the Ph.D. is no longer what they would like to pursue.

In addition to the MSBA option being in demand for some Ph.D students, we believe that a future iteration of this degree would be in demand for individuals who are interested in obtaining clinical faculty positions for which a Ph.D. is not required. The MSBA might also interest those who would like to pursue data analytics or research positions in industry.

We expect that employer demand will grow, given the increase in clinical faculty positions and big data/research analyst positions. As such, we have the opportunity to meet the state's goal of closing educational opportunity gaps.

This degree program does not have a direct competitor at Washington State University, given that it is designed as an option for Ph.D. students already enrolled in the Carson College of Business. There are no equivalent Business Administration programs in other departments/schools within WSU. Competitor institutions already have similar Masters options for Ph.D. students.

**Format and Articulation:** Note when and where the program will be offered (day/evening/weekend/campus/online, etc.) and, for undergraduate programs, the plan for articulation with associate degree programs, including any applicable major-ready pathways. (Assistance can be provided by the Transfer Clearinghouse, [transfercredit.wsu.edu](http://transfercredit.wsu.edu)).

In alignment with the Ph.D. in Business Administration, the MSBA would be based on the Pullman campus, with most to all coursework taking place during daytime hours on weekdays.

**Students:** Describe the student population to be served, and project enrollments for five years (see Demand Analysis Workbook)

The MSBA targets students admitted to the Ph.D. program in Business. Students meeting normal degree progress will be eligible to earn the degree after two years of full-time study. Meanwhile, students who either fail to make satisfactory progress in the doctoral program or who lose interest in completing a Ph.D. are diverted to focus on the MSBA. The number of FTE for the degree corresponds with the number of students admitted to the Ph.D. program each year (averaging 12-15), with additional FTE in the first year to account for grandfathered students currently in the Ph.D. program who have already completed the MSBA degree requirements.

FTE in Current degree location(s) – use OBIEE data: \_\_\_\_\_

All FTE are applicable to Pullman.

Year 1: 40-48 students

Year 2: 12-15 students

Year 3: 12-15 students

Year 4: 12-15 students

Year 5: 12-15 students

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**Resource Implications:**

Proposed College/Dept. Funding (new or reallocated): The funding for this program would be neutral as the target market are the students admitted to the PhD program. Current faculty and students funding would not change to accommodate this new degree.

Other Funding (please specify): None.

For graduate and fee-based programs, what level of tuition is to be charged?  
Tuition structure or rates will not deviate from the current tuition rates for the Ph.D. program.

Other significant resource implications: None.

- **Attach college or campus plans for degree changes in AY 17-19**
- **Demand Analysis – Complete Workbook #1 and attach Demand Analysis Form**

**SIGNATURES:** The names typed below certify that the relevant academic and campus officials have reviewed and approved this proposal:

Chair Signature:	<i>Chuck Munson</i>	Date:	<i>7/30/20</i>
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Dean Signature:		Date:	
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VP Global Campus		Date:	
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→ Submit to the Provost's Office at [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)

Everett Chancellor		Date:	
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Spokane Chancellor		Date:	
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Tri-Cities VCAA		Date:	
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Vancouver VCAA		Date:	
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Provost Office:		Date:	
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Comments:			
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able to provide the proposed new degree better than other WSU departments/schools or other universities?

**Answer here:**

This degree program does not have a direct competitor at Washington State University, given that it is designed as an option for Ph.D. students already enrolled in the Carson College of Business. There are no equivalent Business Administration programs in other departments/schools within WSU. Competitor institutions already have similar Masters options for Ph.D. students.

### 3. Student Demand

Describe the target market in light of regional population trends, especially in the target age group.

What is the current number of students in existing programs in the proposed market area in this field? What is the potential number of students forecasted?

What are the key characteristics of the market segment you seek? How will your degree serve their needs?

**Answer here:**

The MSBA targets students admitted to the Ph.D. program. Students meeting normal degree progress will be eligible to earn the degree after two years of full-time study. Meanwhile, students who either fail to make satisfactory progress in the doctoral program or who lose interest in completing a Ph.D. are diverted to focus on the MSBA.

This degree would require the completion of the coursework necessary for the Ph.D. program as well as an additional non-thesis project.

The number of FTE for the degree corresponds with the number of students admitted to the Ph.D. program each year (averaging 12–15), with additional FTE in the first year to account for grandfathered students currently in the Ph.D. program who have already completed the MSBA degree requirements.

Expected FTE					
<b>Year 1</b>	40-48 students	<b>Year 2</b>	12-15 students	<b>Year 3</b>	12-15 students

How did you arrive at these numbers? How do they compare with your current enrollments in an existing degree or option, or related degree?

Revised: 08/28/17

[https://emailwsu-my.sharepoint.com/personal/munson\\_wsu\\_edu/Documents/MyFiles/PhD/PhD Director/Masters/Demand Analysis for MSBA.docx](https://emailwsu-my.sharepoint.com/personal/munson_wsu_edu/Documents/MyFiles/PhD/PhD%20Director/Masters/Demand%20Analysis%20for%20MSBA.docx)

**Answer here:**

Students who are admitted to Carson College's Ph.D. program will have the option to enroll in the MSBA degree simultaneously. Thus, the expected FTE reflects the number of students admitted to the Ph.D. program each year with the larger first year accounting for current senior Ph.D. students that wish to enroll in the program.

**4. Recruitment Plan**

How and where are students going to find out about this program? Who will represent this department in its promotion activities? What specific venues can you use to promote an awareness of this new program? What means will be used to access and educate businesses, industry, agencies, and/or institutions about this offering?

**Answer here:**

There will be no additional marketing efforts to recruit for this degree beyond informing Carson College advisors and Ph.D. program directors that this degree is an option for students admitted to a Ph.D. program. The requirements include completing the Ph.D. coursework and completing a non-thesis project.



# Ph.D. Program in Business

## **Student Handbook** **Carson College of Business**

Academic Year  
2020-2021



## Table of Contents

1	Welcome.....	3
	Introduction.....	4
2	CCB Ph.D. Program Requirements.....	5
2.1	English Proficiency.....	5
2.2	Program Committee.....	6
2.3	Official Program of Study.....	7
2.4	Program Requirements.....	7
2.5	Coursework Grading Standards.....	9
2.6	Independent Research Paper.....	9
2.7	Written Field Examination.....	10
2.8	Preliminary Oral Examination.....	11
2.9	Dissertation Committee.....	12
2.10	Dissertation Proposal Defense.....	13
2.11	Final Dissertation Oral Examination.....	13
2.12	CCB Ph.D. Program Normal Progress.....	15
3	Ph.D. Student Evaluation Policy.....	16
3.1	WSU Graduate School Evaluation Policy.....	16
3.2	CCB Ph.D. Programs Evaluation Policy.....	17
3.3	Dismissal from the Program.....	18
4	Ph.D. Student Appeal Process.....	19
4.1	Individual Classes and Seminars.....	19
4.2	Program Requirements and Deadlines.....	19
5	Assistantship Appointments.....	21
5.1	Assignments and Hours.....	21
5.2	Teaching Requirements.....	21
5.3	Assistantship Performance.....	22
6	Major Area Program Requirements.....	23
	Accounting.....	23
	Finance.....	27
	Hospitality and Tourism Management.....	30
	Information Systems.....	34
	Management.....	38
	Marketing.....	48
	Operations and Management Science.....	53
Appendix A:	Independent Research Paper Approval Form.....	56
Appendix B:	Written Field Examination Approval Form.....	57
Appendix C:	Dissertation Proposal Approval Form.....	59
Appendix D:	Ph.D. Student Annual Evaluation Form.....	60
Appendix E:	Academic Integrity.....	62

# WELCOME MESSAGE FROM THE PROGRAM DIRECTOR

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Welcome to the Carson College of Business, Washington State University Doctoral Program in Business! The mission of the Ph.D. Program in Business is provide rigorous intellectual training, combined with comprehensive teaching experiences, that prepare students for successful academic careers. To accomplish our mission, the doctoral program fosters research excellence based on close student/professor partnerships. Faculty and students work in mentoring relationships so that Ph.D. students develop the necessary skills to identify and conduct research that extends knowledge within the field of business. Faculty also mentor Ph.D. students to develop their teaching expertise as students progress from duties as a teaching assistant to the independent teaching of undergraduate courses.

Doctoral education in the Carson College of Business is both exciting and a significant intellectual challenge. The Ph.D. Program demands intensive efforts to master the extensive knowledge base in each student's chosen area. In addition, students must become proficient in the quantitative and/or qualitative analysis techniques and general scientific research methodology necessary to conduct groundbreaking research. However, a Ph.D. program is much more than coursework. During their studies, students also take on other professional activities such as presenting papers at professional meetings, reviewing papers submitted to meetings and journals, and submitting research to academic journals.

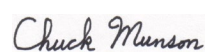
We offer doctoral education in seven major areas: Accounting, Finance, Hospitality and Tourism Management, Information Systems, Management, Marketing, and Operations and Management Science. Students in these areas may also focus their studies on interdisciplinary specializations such as Entrepreneurship and International Business. Graduates of our doctoral program go on to become faculty members at major universities throughout the world.

Organizationally, our doctoral areas of specialization are located in four Departments and one School in the Carson College of Business. Ph.D. students report to their respective Department Chair or School Director for their Graduate Assistant duties. Staff members from each of these units coordinate office space assignments and logistical support.

The initial contact for advice regarding Ph.D. coursework and other academic guidance is the Ph.D. Area Coordinator: Accounting—Professor Bernard Wong-On-Wing; Finance—Professor George Jiang; Hospitality and Tourism Management—Professor Jenny Kim; Information Systems—Professor Robert Crossler; Management—Professor Arvin Sahaym; Marketing—Professor Betsy Howlett; and Operations and Management Science—Professor Chuck Munson.

It is my pleasure to welcome you to the Carson College of Business Ph.D. program and wish you exciting growth experiences during your studies.

Sincerely,



Chuck Munson  
Carson College of Business Ph.D. Program Director

# SECTION 1. INTRODUCTION

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The Doctor of Philosophy program in Business Administration at Washington State University prepares its graduates for careers in teaching and research positions at research oriented colleges and universities.

The Ph.D. program is an intensive program of coursework, research, and intellectual interaction with faculty and other students that will prepare graduates for careers as academic teachers and researchers. The program requirements are sufficiently flexible to allow the student to pursue an individual course of study tailored to his or her research and teaching interests. Students work closely with individual faculty members and are actively involved in joint research and publication projects throughout the program.

Extensive course work in research methodology and statistics is included in the program. This experience, along with courses and seminars in the major field of study and supporting fields, allows an in-depth specialization in any of the functional areas of business. This coursework coupled with individualized training in research through interaction with the research faculty and other students is aimed at developing the research skills of the student. Included in the program are a formal research paper and a dissertation that will provide extensive research experience. The goal of the program is to develop and train competent scholars and teachers who will be prepared to contribute to the body of knowledge in their chosen field and communicate this knowledge to others.

The program is designed to be completed in four or five years of full time residence study, including summers. The purpose of a potential fifth year is to allow students to have additional time to complete research projects that strengthen their academic records and enhance their ability to attain academic positions.

Chapter 8 of the Graduate School Policies and Procedures Manual provides detailed descriptions of the university policies and procedures that pertain to the Ph.D. program. It is the student's responsibility to familiarize himself or herself with the contents of this document.

The Graduate School Policies and Procedures manual is available for download online at the Graduate School web page: <http://www.gradsch.wsu.edu/>. Information on WSU Ph.D. program requirements, timelines and graduate school forms can be found at <https://gradschool.wsu.edu/facultystaff-resources/18-2/>.

## SECTION 2. CCB PH.D. PROGRAM REQUIREMENTS

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You will focus on achieving four learning goals as you earn your Ph.D.

Goal 1: Students will acquire a comprehensive knowledge of theory and methods used in their chosen field and related disciplines.

Goal 2: Students will produce quality research.

Goal 3: Students will communicate their research clearly and professionally in both written and oral forms.

Goal 4: Students will teach college courses effectively.

As a student progresses through the program, he or she is evaluated in a number of ways. Each calendar year the departmental or academic area faculty will prepare a formal evaluation of the student's progress and performance. In addition to these annual evaluations, there are a number of critical milestones that must be met by the student:

- Coursework
- Independent Research Paper
- Written Field and Preliminary Oral Exams
- Dissertation Proposal
- Dissertation Defense

The Doctoral Program Policy Committee (DPPC) enforces these requirements. The DPPC is a faculty committee charged with the responsibility of overseeing the conduct of the business Ph.D. program in the Carson College of Business. Any exceptions to the policies and procedures, or extension of deadlines, outlined in this document, unless otherwise stated, must be formally petitioned by the academic department, or academic area, and officially approved by the DPPC. The DPPC will then forward its recommendation to CCB Ph.D. Program Office, and, where appropriate, to the WSU Graduate School for final approval.

Students must meet all WSU, CCB and academic area requirements. Each department or academic area may have additional course and program requirements that may exceed those spelled out below. For example, some departments may require a first year core exam for continuation in the Ph.D. program. Students are expected to familiarize themselves with their individual program area requirements.

Students typically graduate under the degree requirements in effect at the time they first enroll in the Ph.D. program. In the event that the degree requirements affecting students are modified, each student has the option of changing to the new requirements; however, the student must select either the old or new provisions in their entirety.

### 2.1 ENGLISH PROFICIENCY

Each international student, on assistantship appointment, who is from a country where English is not the native language, must pass, at level 1 or level 2, the International Teaching Assistant (ITA) Exam given through the Office of International Programs. He or she must do so before the end of the second semester

in the program to be eligible to retain his or her assistantship. Upon completion of this requirement, a copy of the test report will be sent to the CCB Ph.D. Program Office for inclusion in the student's file. The ITA Exam score of Level 1 approves the student to teach all levels of classes, while Level 2 approves the teaching of upper level (junior and senior) classes. The scale ranges from Level 1 to Level 5. The purpose of this requirement is to ensure that those students who will have contact with undergraduate students have sufficient communication skills to function in the classroom. In most cases, students who have this requirement are expected to take the exam during their first semester. In all cases, a student must have taken the exam prior to being assigned teaching-related duties that required significant interaction with undergraduate students. Students who do not pass at Level 1 are recommended to take the Accent Reduction course.

## 2.2 PROGRAM COMMITTEE

The major department, or academic area, at the student's initial enrollment to assist in his or her initial course selection and program planning, will appoint a temporary advisor. The Graduate School requires students to form a program committee no later than their third semester in the program; thus, students are encouraged to solicit faculty members to serve on their program committee by the end of their first year.

When forming a program committee, Graduate School procedures should be followed and the appropriate forms signed and filed with the CCB Ph.D. Program Office. The responsibility and prerogative to choose a faculty member to serve as the student's Ph.D. committee chairperson, and individual committee members, rests with the student and requires the concurrence of the faculty members concerned. It is in the best interest of the student to identify faculty members to serve in this capacity, and to establish good working relationships, early in his or her Ph.D. program.

The student's committee chair and committee members must be members of the CCB graduate faculty, and should generally represent the major field area in which the student plans to specialize. The makeup of the student's Ph.D. committee is jointly formed on agreement between the student and his or her committee chairperson. The committee must include at least two additional graduate faculty members. Committee members from outside the CCB are limited to those faculty members who meet the CCB graduate faculty qualifications or who have been approved to serve in accordance with the CCB Ph.D. Bylaws. This qualification must be met prior to appointing an outside member to the committee.

This committee has the responsibility of approving the student's program of study and directing the student's progress. A list of qualified graduate faculty for the Ph.D. program can be obtained from the CCB Ph.D. Programs Office.

Members of a student's program committee may or may not continue on as the dissertation committee. Students may make changes in their program committee as their research interests evolve. A detailed description of the university policies and procedures that pertain to the Ph.D. program committee may be found in Chapter 8 of the Graduate School Policies and Procedures Manual.

## 2.3 OFFICIAL PROGRAM OF STUDY

The official program of study is developed by the student in consultation with the program committee and the academic area's Ph.D. program coordinator. Courses are selected based on student's prior preparation, recommendation of faculty members and the student's intended area of research.

A formal program should be developed that specifies, semester by semester, which courses and research credits are to be taken. This official program plan must fulfill the requirements for a Ph.D. in business administration and be approved by each member of the student's Ph.D. committee and the Ph.D. Program Director.

***The program of study should be prepared and submitted by the Ph.D. student on forms provided by the Graduate School and a supplemental work sheet provided by CCB's Ph.D. Program Office at the end of the first year of the student's enrollment in the Ph.D. program.*** More information on the university policies and procedures that pertain to the Ph.D. program of study may be found in Chapter 8 of the Graduate School Policies and Procedures Manual. Students must meet the guidelines for grading standards in all graded coursework in their approved program requirements.

A total of 72 credit hours, of which 36 credits must be graded coursework, are required for the Ph.D. program in business. A maximum of 12 credit hours may be transferred from other universities or from other WSU graduate programs with the approval of the student's committee. In unusual circumstances, additional coursework, up to the limits defined by the Graduate School, may be transferred with the approval of the committee, academic area coordinator, and the Director of the Ph.D. program.

## 2.4 PROGRAM REQUIREMENTS

### *PH.D. FOUNDATION REQUIREMENTS*

Entering Ph.D. students must have received a baccalaureate and/or a master's degree (M.B.A., M.S., or M.A.) from an accredited college or university or take sufficient courses after they enter the Ph.D. program to achieve a satisfactory foundation in business. Each student's basic business preparation and need to complete additional foundation courses will be determined at the time of their admission by the CCB Ph.D. Program Office in consultation with the major area faculty.

A basic competence level in finite math, calculus, computer usage, and statistics is required of all students. Additional prerequisite requirements may be noted, by area, in its individual Ph.D. program descriptions. The following coursework is required if a basic foundation in business has not already been established:\*

Operations Management .....	MGMT 340
Survey of Marketing .....	Mktg 360
Survey of Accounting .....	Acctg 230 & 231
Financial Management .....	Fin 325
Managerial Economics.....	EconS 305

*\*Specific foundation courses may be waived if recommended by the major area Ph.D. coordinator and approved by the Ph.D. Program Director.*

### *TOTAL CREDITS*

Students must earn 72 credits to graduate. They must take at least 36 credits of graded coursework plus additional coursework (either graded or pass/fail) to reach a total of 40 course credits. Additional research (800) credits may be taken to reach the total of 72.

### *PH.D. PROFESSIONAL DEVELOPMENT SEMINAR (1 CREDIT)*

New Ph.D. students are expected take the Carson College of Business Professional Development seminar in their first spring semester. This course is graded on a satisfactory/fail (S/F) basis.

### *PHD TEACHING COURSE (3 CREDITS)*

All Ph.D. students are expected to take the course BA 596—Doctoral Topics (Seminar in Management Teaching). Ideally, this course is taken in the fall semester of the second year in the program, before the student has full course responsibility for teaching a class.

### *PH.D. RESEARCH TOOL REQUIREMENTS (MINIMUM OF 12 CREDITS)*

Normal preparation in the core concepts and research methodology underlying a Ph.D. in Business Administration requires a minimum of twelve (12) credit hours (more may be required by departments). Only graded coursework approved for graduate credit can apply, and specific required courses are to be designated and approved by each student's Ph.D. committee within the guidelines established by each department/academic area.

### *PH.D. MAJOR FIELD REQUIREMENTS (MINIMUM OF 15 CREDITS)*

Program requirements in this area develop proficiency in the student's major field of study. A minimum of fifteen (15) credit hours of graduate-level graded coursework must be designated and approved by the student's Ph.D. committee to fulfill the requirements. The major field requirements must include at least six (6) credit hours of doctoral seminar from the identified major academic area.

### *ADDITIONAL PH.D. COURSEWORK (MINIMUM OF 9 CREDITS)*

A minimum of nine (9) additional credit hours of coursework approved for graduate credit must be designated and approved by the student's Ph.D. committee. Up to three (3) of these credits may be taken on a satisfactory/fail (S/F) basis.



### *PH.D. RESEARCH CREDIT REQUIREMENTS*

In addition to the research tool and field requirements, the Ph.D. in Business requires additional research credits in the preparation and development of the final dissertation.

*ACCTG 800/FIN 800/HBM 800/MGMT 800/MGTOP 800/MIS 800/MKTG 800 Doctoral Research, Dissertation, and/or Examination V 1–18 May be repeated for credit. Course Prerequisite: Admitted to the Business Administration PhD program. Independent research and advanced study for students working on their doctoral research, dissertation and/or final examination. Students must have graduate degree-seeking status and should check with their major advisor/committee chair before enrolling for 800 credit. S, U grading.*

### Requirements

Ph.D. students must enroll in at least one credit of 800 during every semester in which they are enrolled full time. Passing is necessary to achieve satisfactory evaluations for research on the annual review and to remain in good standing. An unsatisfactory grade in two courses of any type, including ones represented by 800-level credits, represents grounds for dismissal from the program.

The following minimum standards must be met to earn a satisfactory (S) grade:

- Present and actively participate in one college-level peer presentation session. During these 90-minute sessions, students from a variety of programs and a variety of seniority levels present to each other for approximately 20 minutes each, and students provide feedback to each other focusing on oral presentation effectiveness (as opposed to research content). Early-stage students can present other published work if their own research is not advanced enough to present yet.
- Regularly participate in department research events such as research seminars.
- Actively engage in doctoral program events or tasks at the department and college level as they arise.
- Do not commit violations of academic integrity or standards of conduct as described by WSU's Center for Community Standards.
- Meet any research targets specified at the beginning of the semester (within two weeks of the first day of classes). Any such goals must be expressed in writing and signed by both the student and the program's Ph.D. Faculty Coordinator. Examples could include, but are not limited to, completing a second-year paper that meets standards, submitting a paper to a journal, completing a certain section or sections of a paper, collecting data for a research study, completing the data analysis of a research study, presenting a paper for the department or at a professional conference, or learning a new software package.

The Faculty Coordinator, in consultation with the student's chair, has ultimate authority to assign the grade for every student in his or her program. Furthermore, the grade for the 800 classes *should not* be tied to performance on written comprehensive, oral preliminary, or oral final examinations. Those activities have their own separate evaluation mechanisms.

## 2.5 COURSEWORK GRADING STANDARDS

Assigned course grades generally indicate how well a student is doing in the program. The following interpretation of grades may be helpful: A = 4.0, A- = 3.7, B+ = 3.3, B = 3.0, B- = 2.7, C+ = 2.3.

Incomplete ("I") grades are strongly discouraged and in all cases must be completed by the end of the following semester to renew appointment.

For continuation in the Ph.D. program and for reappointment as a graduate assistant (G.A.), each student is required to maintain a cumulative GPA of at least 3.25 in all graded coursework in their approved program. Should a student's cumulative GPA drop below a 3.25, but above the Graduate School's minimum requirement of 3.00, the student will be placed on probation and will have one semester to raise his or her cumulative GPA to 3.25 or above. Students who are placed on probation must submit a plan for the correction of the grade deficiency. It will be developed in consultation with the department chair, Ph. D. area coordinator, and the student's program committee. The plan should include specific courses and the expected level of performance.

Under normal circumstances, a student will only be allowed one semester on probation. Students also may not receive a grade below "B" ("B-" or lower) in three or more courses.

University policies state that the enrollment of a student will be terminated should a student's cumulative GPA fall below a 3.00 during any semester, after the first semester. A petition, approved by the department chair and the DPPC, must be filed with the Dean of the Graduate School in order to reinstate a student. A detailed description of the university's cumulative GPA requirements for graduate students may be found in Chapter 6 of the Graduate School Policies and Procedures Manual.

## 2.6 INDEPENDENT RESEARCH PAPER (SECOND-YEAR PAPER)

Each student must complete a substantial research paper, typically during the second year of coursework. The student should select a reading committee chaired by a faculty member who is a member of the CCB graduate faculty. A second committee member must also meet the CCB Masters-Level Teaching academic qualifications, but he or she may be from a minor or supporting area.

The student chooses the research topic in consultation with faculty members in his or her area of interest. The purpose of the paper is to provide the student with an opportunity to work with faculty members on research, provide experience as preparation for the dissertation, and to develop a publication record prior to entering the job market. The finished paper should be of sufficient scope and quality to be publishable in a respected journal or conference proceeding in the student's area.

It is expected that students will start the paper by the beginning of the fourth semester (varies by area) and present it to the area in a formal presentation by the end of the fourth or fifth semester (varies by area). In all cases, students must have presented their paper no later than the end of the sixth semester.

After approval, the form shown in Appendix A could be submitted to the CCB Ph.D. Program Office.

## 2.7 WRITTEN FIELD EXAMINATION

Each student must take and pass a Written Field Exam in the student's area of concentration. The major area faculty and the program committees of the students taking the field exam are responsible for the preparation and administration of the exam. The exam is **NOT** part of the Graduate School's preliminary exam and should not be scheduled through the Graduate School.

It is expected that the student will take the Written Field Exam sometime during the third year of study. The Written Field Examination should be scheduled after the completion of substantially all program coursework. The exam must be scheduled during the Fall or Spring semester between August 15th and May 15th. The written exam may not be scheduled during the summer without written permission from the area coordinator and the department. Students should have passed the Written Field Exam prior to the end of the seventh semester.

The field exam is intended to evaluate the progress of each Ph.D. student as a scholar and researcher in his or her chosen area of study. It is intended to test the breadth and depth of the student's knowledge of the literature and ability to integrate the concepts, theories, models and practice in the major and supporting areas of study. It will also address the ability of the student to apply methodological and analytical tools to research problems in these fields.

In addition to the material covered in courses and seminars, students are responsible for the body of work and literature, and emerging streams of research, in their major and supporting areas. Students should discuss preparation for the exam with their program committee and all faculty members in the major academic area.

Field exam grades generally give an indication of a student's proficiency level in his or her major field of study and supporting areas. The Written Exam Assessment Form (see Appendix B) may be used to document and summarize student performance using the grading standard shown below:

4	Pass: Pass with Distinction
3	Pass: Satisfactory Performance
2	Pass: Conditional Pass - Remedial Work Recommended
1	Fail: Unsatisfactory Performance – If 1 <sup>st</sup> attempt, allow 2 <sup>nd</sup> Written Field Exam; If 2 <sup>nd</sup> attempt, result is fail
<1	Fail: Do not allow a 2 <sup>nd</sup> Written Field Exam

The student's Ph.D. committee and the Ph.D. academic area coordinator will assign an overall grade to the exam. This grade must be communicated to the CCB Ph.D. Program Office and the student no later than three weeks after the exam. This overall grade will be based on the grading of the individual scores by faculty who grade each question. Students are encouraged to discuss their exam performance with each faculty member who participated in the examination process.

A score over "3" on the overall grade is considered a passing grade on the examination. The student may then schedule the Preliminary Oral Exam after consultation with the program committee.

A score between "2" and "3" on the overall grade is a marginal pass and will likely require additional readings or assignments for the student prior to the scheduling of the Preliminary Oral Examination. Such additional requirements are to be determined by the program committee.

A score below "2" but above "1" is a fail, but the committee and academic area faculty will recommend specific areas of study for the student and allow the scheduling of a second exam after 3 months. While a student may have had an acceptable level of performance on some topics and/or questions, the second exam may contain some topics from the first exam, and different questions tapping what faculty judge to be relevant topics. The academic area faculty, and the student's program committee will determine the content of a second Written Field Exam. An unacceptable performance on the 2<sup>nd</sup> Written Field Exam (i.e., a score below 2) will result in the student being ineligible for continued enrollment.

A score below "1" is a failure without an option to take a second exam and results in the student being ineligible for continued enrollment.

Students should discuss their performance on the exam and content of the second attempt with their program committee, the Ph.D. coordinator and any other faculty member in the major area who participated in the grading of the exam.

## 2.8 PRELIMINARY ORAL EXAMINATION

The Preliminary Oral Examination is to be taken after the Written Field Examination and may not be scheduled until the Written Field Examination has been passed. **The Preliminary Oral Exam must be scheduled with the Graduate School at least 10 working days before the examination is held.**

**Scheduling an exam requires the signature of the CCB Ph.D. Program Director. After completing the scheduling from with signatures from the student's Ph.D. committee, the form should be turned into the CCB Ph.D. Program Office for processing. That office will obtain the necessary signature and forward to the WSU Graduate School for processing. Students should not seek the Program Director's signature nor deliver a document to the Graduate School without going through the Ph.D. Program Office.**

**Note: The WSU Graduate School form has a signature line for the "department chair." Since our program is not organized by departments, the Ph.D. Program Director acts as the "department chair" for all CCB Ph.D. areas.**

The major academic area faculty and the student's program committee are responsible for the preparation and administration of the exam. The student's Ph.D. program committee will conduct the Preliminary Oral Exam. Other qualified faculty members may participate and vote. It will be conducted in accordance with the procedures in Chapter 8 of the Graduate School Policies and Procedures manual. The preliminary exam is intended to evaluate the progress of each Ph.D. student and will generally include the same areas as specified above for the Written Field Exam. No representative from the Graduate School or the Graduate Mentor Academy is required to attend for the first attempt at a Preliminary Oral Examination. However, any person may request, through the Graduate School, that a Graduate Mentor Academy Fellow observe the exam. The person requesting such representation will remain anonymous. There are no restrictions on who can make the request. The person making the request may be the

student, a faculty member, or any other person who feels it would be advantageous to have Graduate School representation during the exam.

At the discretion of the student's program committee, the student may be offered the option of including the dissertation proposal defense as part of the preliminary oral. This option is typically reserved for those who have exhibited strong mastery of the field in the Written Field Exam, have formed a dissertation committee, and have a proposal ready to defend. In cases where a student is allowed to present a dissertation proposal, the student may still be questioned on any topic in the major or supporting fields and/or relevant methodological issues.

The Preliminary Oral Examination must be scheduled during the Fall or Spring semester, but no exams may be scheduled during examination week. It may not be scheduled during the summer without the express written permission from the Ph.D. Program Director. Should a student fail to pass the exam, a second attempt *may* be scheduled. The content of the second Preliminary Oral Exam will be determined by the academic area faculty and student's program committee, and may contain any or all of the topics described above. Only one retake of the preliminary oral will be allowed. In addition, a representative from the Graduate Mentor Academy and a member of the CCB DPPC will attend all second attempts at the Preliminary Oral Exam.

A detailed description of the university policies and procedures that pertain to the Ph.D. Preliminary Oral Examination may be found in Chapter 8 of the Graduate School Policies and Procedures Manual

## 2.9 DISSERTATION COMMITTEE

The responsibility and prerogative to choose a faculty member to serve as the student's dissertation committee chairperson, or committee member, rests with the student and requires the concurrence of the faculty members concerned. By this stage in the program the student should have established good working relationships with faculty through seminars, the independent research paper, and other departmental activities. Students should start to discuss their ideas for a dissertation topic and potential members of the dissertation committee with faculty no later than the beginning of their third year. In some instances, the student's program committee members will continue as the dissertation committee. If the student is asked to present his or her dissertation proposal during the Preliminary Oral Examination, he or she needs to form the dissertation committee prior to scheduling of the exam. In cases where the dissertation proposal is not included in the preliminary oral, the student must form the dissertation committee no later than three months after passing the preliminary oral.

The student's dissertation committee is to be jointly formed on agreement between the student and his or her committee chairperson. The student will be working closely with the dissertation chair for the remainder of the Ph.D. program. The dissertation committee chair must meet CCB Graduate Faculty academic qualifications as defined in the CCB Ph.D. Program By-Laws and should generally represent the major field area that will grant the degree. The committee must include at least two additional Graduate Faculty members, one of whom is recommended to be from a supporting field area. Committee members from outside the CCB and/or university are limited to those faculty members who meet current CCB

Graduate Faculty academic qualifications or who have been approved to serve in accordance with the CCB Ph.D. Bylaws. This qualification must be met prior to appointing an outside member to the committee.

This committee has the responsibility for guiding the student in her or his dissertation research, making career plans, and providing support for the student in the job search process. The dissertation committee also has the responsibility to provide guidance in the writing of the student's dissertation proposal and during the student's dissertation research. The dissertation committee will also evaluate and approve the final dissertation draft and will conduct the final oral dissertation defense.

Additional information on the university policies and procedures that pertain to the Ph.D. dissertation and dissertation committee may be found in Chapter 8 of the Graduate School Policies and Procedures Manual.

## 2.10 DISSERTATION PROPOSAL DEFENSE

Students must defend their dissertation proposals in either during their Preliminary Oral Examination or at a public oral presentation to their major area faculty. The dissertation committee will provide specific requirements for the content of the dissertation proposal to the student. This presentation is conducted by the department/academic area faculty and is scheduled with the concurrence of the student's dissertation committee. This proposal defense is scheduled after passing the written field examination. The proposal defense must be scheduled between August 15<sup>th</sup> and May 15<sup>th</sup>. The proposal defense may not be scheduled during the summer without the express written permission from the Ph.D. Program Director. The committee may notify the CCB Ph.D. Program Office in writing when it has approved the proposal using the form shown in Appendix C.

## 2.11 FINAL DISSERTATION ORAL EXAMINATION

Upon completion of the dissertation and with the concurrence of the dissertation committee, the candidate must pass a Final Oral Examination. This is a public defense of the dissertation and the dissertation research. A minimum of four months must elapse between final completion of the Preliminary Oral Examination and the Final Oral Examination in defense of the dissertation. The Final Oral Examination must be completed within three years of passing the Preliminary Oral Examination.

The Final Oral Examination must be scheduled and submitted to the CCB Ph.D. Program Office after an Application for Degree has been filed with the Graduate School. This application must be filed with the Graduate School with sufficient time to allow for Graduate School approval at least two weeks prior to the examination date. A detailed description of the Graduate School deadlines and procedures can be found at the Graduate School website. Copies of forms and guidelines for the dissertation format can be found at <https://gradschool.wsu.edu/facultystaff-resources/18-2/>. The dissertation defense may be scheduled during the Fall or Spring semesters, with the exception of examination week. It may be scheduled during Summer terms with the express approval of the Ph.D. area coordinator and all committee members.

Students should apply for the degree (for graduation) at least one full semester prior to the scheduled Final Oral Examination date.

Each student's Ph.D. dissertation committee will conduct the Final Oral Exam. Other qualified faculty members may participate and vote. No representative from the Graduate School or the Graduate Mentor Academy is required to attend for the first attempt at a Final Oral Examination. However, any person may request, through the Graduate School, that a Graduate Mentor Academy Fellow observe the exam. The person requesting such representation will remain anonymous. There are no restrictions on who can make the request. The person making the request may be the student, a faculty member, or any other person who feels it would be advantageous to have Graduate School representation during the exam.

Should the student fail to pass on the first attempt, with the concurrence of the dissertation committee and the major area faculty, a second attempt may be scheduled. This second attempt must be scheduled between August 15<sup>th</sup> and May 15<sup>th</sup>. It may not be scheduled during the summer.

In addition, a representative from the Graduate Mentor Academy and a member of the CCB DPPC will attend all second attempts at the Final Oral Exam. Should a student fail to successfully defend his or her dissertation on the second attempt, he or she will be subject to dismissal from the program.

The final dissertation must be completed and publicly defended before graduation. The WSU Graduate School requires that the final defense be finished within three years of completing the preliminary examination. Further information on the university policies and procedures that pertain to the Ph.D. Final Oral Exam and defense of the dissertation may be found in Chapter 8 of the Graduate School Policies and Procedures Manual.

## 2.12 CCB PH.D. PROGRAM NORMAL PROGRESS

The following table represents the normal and expected progress of a student through the Ph.D. program in Business Administration. While there will be some variation due to prior training, class scheduling and other considerations, this is the schedule that most students follow in their progress toward the degree.

TABLE 1. NORMAL PROGRESS BY SEMESTER

Year Semester	1		2		3		4		5	
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	9 <sup>th</sup>	10 <sup>th</sup>
International students on appointment must pass the English Proficiency Exam through the Office of International Programs at Level 2 or better.	X									
Cumulative GPA above 3.25 maintained in all approved classes.	X	X	X	X	X	X	X	X	X	X
10 to 12 credits of advisor-approved coursework completed per semester <sup>1</sup>	X	X	X	X						
Formal review by program faculty members must be conducted annually.		X		X		X		X		X
Evaluation form must be completed and signed by designated faculty and Ph.D. student each year.		X		X		X		X		X
The official program of study approved and the initial program (preliminary exam) committee formed and approved by the Graduate School.		X								
The area research paper presented and approved.				X						
Program Written Field Exams successfully passed. <sup>2</sup>					X	X	X			
The Preliminary Oral Exam passed officially through Graduate School. <sup>2</sup>					X	X	X			
The dissertation committee formed and approved through Graduate School. <sup>2</sup>					X	X	X			
The dissertation proposal defended and approved by the Ph.D. committee. <sup>2</sup>						X	X	X		
Final Oral defense of the dissertation. <sup>2</sup>								X	X	X

<sup>1</sup> Students should also take up to 18 credits total per semester including the 800 level credits.

<sup>2</sup> Can occur during any of the noted semesters depending on the student's progress.



## SECTION 3. PH.D. STUDENT EVALUATION POLICY

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A Ph.D. program is very different from an undergraduate or masters level degree. Adequate performance in the classroom is just one of the criteria used to determine a student's progress in the program. Performance of assistantship duties; progress in individual research projects; and professional interactions with faculty members, staff, fellow graduate students, and undergraduate students are just some of the factors considered. Students must also comply with WSU's Standards of Student Conduct, which can be found at <http://conduct.wsu.edu/> and the Graduate School Guidelines for Good Practices, which can be found at <https://gradschool.wsu.edu/policies-procedures/>.

It is in the best interest of the student and the faculty to identify problems and take corrective action as soon as possible. For this reason, students are encouraged to seek feedback from instructors, their major area faculty or area Ph.D. coordinators, and other faculty members on a regular basis. Where it is felt by a majority of the major area faculty that a student's performance is such that he or she would not be able to complete the degree successfully, or that the student would not be suited to an academic career, the student should be dismissed as early in the program as possible.

The Graduate School establishes the policies and procedures for the evaluation of Ph.D. students. The Carson College of Business Graduate Program Policy Committee has established additional requirements.

### 3.1 WSU GRADUATE SCHOOL EVALUATION POLICY

All Ph.D. students in the Carson College of Business are subject to the rules and regulations of the university's Graduate School.

As stated in the WSU Graduate School Policies and Procedures Manual, all departments must make an annual review of each graduate student. These reviews must include the following "minimum" elements:

1. Cumulative record including admission and classification information, coursework, research proposals and all examinations required of the major area and university.
2. Review of specific progress made since last review.
3. Qualitative assessment by faculty of progress in research and teaching as appropriate.
4. Statement as to the rate of progress, i.e. satisfactory or unsatisfactory.
5. Expectations for the next review period.

During each spring semester, the department/program chair will give written notification to each graduate student of his/her performance. After appropriate faculty members have been consulted, the names of those students to be dropped from a program shall be sent to the Dean of Graduate School.

The WSU Graduate School, Chapter 6 of the Graduate Policies and Procedures Manual, specifically identifies the following minimum requirements:

1. Both a 3.00 cumulative GPA and a 3.00 program GPA are required.
2. No grades below C may be used on a student's program.
3. No grades of C or above may be repeated for GPA credit.

4. Graduate students may not carry an “I” grade longer than one semester while on appointment.

### 3.2 CCB PH.D. PROGRAMS EVALUATION POLICY

All Ph.D. students in the business Ph.D. program are subject to the rules and regulations of Graduate School. In addition, they must also meet the minimum requirements, standards and timelines of the Carson College of Business.

These timelines and requirements are established and enforced by the Doctoral Program Policy Committee (DPPC). Any exceptions to the minimum standards or extension of deadlines outlined in this bulletin must be formally petitioned by the academic department, or program, and officially approved by the DPPC. The DPPC will then forward its recommendation to Graduate School for final approval.

All CCB departments offering the Ph.D. degree must conduct an annual review of each student. These reviews must include assessment of the following “minimum” elements:

**TABLE 2. ASSESSMENT ELEMENTS**

	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Each Year After</b>
International students on appointment must pass the English Proficiency Exam through the Office of International Programs before the end of their first year in the program.	X				
Cumulative GPA above 3.25 must be maintained in all approved classes	X	X	X	X	X
15 credits of advisor-approved coursework must be completed during each of the first two years	X	X			
Formal review by program faculty members must be conducted annually	X	X	X	X	X

In addition to the above basic requirements, all Ph.D. students must be assessed on their overall and specific progress toward the degree; potential for research productivity; the performance of their assistantship duties; their collegiality and professionalism in relations with members of the university community; participation in departmental seminars and colloquia; and any other evidence of professional development deemed appropriate by the major area faculty. Students must also be in compliance with the Graduate Student Code. At the end of each year the department/major area faculty must make an explicit recommendation whether or not the student is to be continued in the program.

This assessment is conducted by the program faculty each year and documented on the Ph.D. student evaluation form. A copy of the evaluation form can be found in Appendix D. Students who have not met

these minimum acceptable progress and/or professionalism requirements, or do not receive the support of the department/major area faculty are subject to loss of funding or dismissal from the Ph.D. program

### 3.3 DISMISSAL FROM THE PROGRAM

A student may be dismissed from the program for not meeting the required standards of performance or when they have not made acceptable progress toward the degree.

A student may also be dismissed in cases where the student has not exhibited the professional behavior required for a successful career as an academic or professional scholar, or when the student has not met the requirements of Graduate School Guidelines for Good Practices, which can be found at <https://gradschool.wsu.edu/policies-procedures/>.

## SECTION 4. PH.D. STUDENT APPEAL PROCESS

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Should a student feel that proper procedures, policies or regulations have not been followed, they have a number of options. In all cases, they are encouraged to communicate with the person directly related to the issue involved.

### 4.1 INDIVIDUAL CLASSES AND SEMINARS

Where the problem is related to an individual class or seminar, the student should first discuss the pertinent issues with the course instructor. Should the problem remain unresolved, the student should discuss the issues involved with the staff of the CCB in the following order:

Step 1: First, discuss the issue with the professor teaching the class or seminar.

If the matter is not resolved the student may drop the matter or take it to the department chair.

Step 2: Next, discuss the issue with the chair of the department with responsibility for that class or seminar. In most cases, the department chair will not take action until the student has discussed the problem with the instructor.

If the department chair does not resolve the matter, the student may drop the matter or take it to the chair of the CCB Doctoral Program Policy Committee (DPPC).

Step 3: at this point, the student should discuss the issue with the chair of the CCB DPPC or the Director of the Ph.D. Program.

If the issue cannot be resolved at this point, the student may choose to drop matter or take it to the Director of Graduate Programs of the CCB.

Step 4: The student can next discuss the issue with the dean of the CCB.

Should the problem not be resolved at the CCB level, the student should follow the appeal procedures found on the Graduate School website.

### 4.2 PROGRAM REQUIREMENTS AND DEADLINES

When the problem is related to Ph.D. program requirements, deadlines, exam content or administration, or research requirements, a slightly different process should be followed. The following CCB faculty members should be consulted in the order specified:

Step 1: First, discuss the issue with the chair of program/dissertation committee.

If the matter is not resolved the student may drop the matter or take it to the department chair.

Step 2: Next, discuss the issue with the chair of the major department.

The department chair may not grant any exceptions to CCB policies, procedures or program requirements, but must make a recommendation to the DPPC for such exceptions.

If the department chair does not resolve the matter, the student may drop the matter or take it to the chair of the CCB Doctoral Program Policy Committee (DPPC).

Step 3: at this point, the student should discuss the issue with the chair of the CCB DPPC or the Director of the Ph.D. program. The DPPC will evaluate the case to ensure that the policies and procedures of the CCB graduate program and Graduate School have been followed. Should the committee find that these requirements have not been followed they will recommend a course of action to remedy the problem.

In most cases, exceptions to program requirements, policies, procedures and deadlines will not be approved by the DPPC unless requested and approved by the major department or academic area.

If the issue cannot be resolved at this point the student may choose to drop matter or take it to the dean of the CCB.

Step 4: The student can next discuss the issue with the dean of the CCB. The dean will review the problem, and if there have been errors in procedure will refer the problem back to the CCB DPPC for resolution.

Should the problem not be resolved at the CCB level, the student should follow the appeal procedures found on the Graduate School website. The university policies for graduate student exceptions are spelled out in Chapter 1 of the Graduate School Policies and Procedures Manual.

## SECTION 5. ASSISTANTSHIP APPOINTMENTS

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While the PhD program is designed to be potentially completed in 4 years, the Carson College of Business provides assistantship funding for up to five years. Fifth year funding, however, is not guaranteed. To retain funding, the student must maintain a satisfactory level of performance in assistantship duties, coursework, research, and general progress toward completion of the degree and the specific recommendation of the department. To be eligible for the fifth year of funding, students must successfully meet area requirements for meeting program deadlines (e.g., preliminary exam passed, dissertation proposal approved, etc.). The purpose of fifth year funding is to support higher quality of research and increase the potential for better job placements.

Area faculty make the decision for fifth year funding on a case-by-case basis. Areas make the decisions regarding fifth year funding at different times. Some make the determination as early as the end of the sixth semester, while other may make the determination at the end of the seventh semester. Students seeking fifth year funding should inform their area Ph.D. Coordinators in a timely manner, typically by the end of the fifth semester. Delayed requests may be denied as the department must commit graduate assistantship resources for incoming students well in advance of their matriculation. Requests will not be considered after the start of the seventh semester. Departments will decide on a fifth year of funding on a case-by-case basis.

Students who accept appointments for the fifth year understand and accept that accepting a fifth year of funding is a commitment to CCB for employment for that year. As such, WSU faculty will not support applications for other academic employment during that year. A detailed description of the university policies and procedures that pertain to the Ph.D. student assistantship appointments may be found in Chapter 9 of the Graduate School Policies and Procedures Manual.

### 5.1. ASSIGNMENTS AND HOURS

Assistantship positions require 20 hours of service per week. The department head makes assistantship assignments, with input from the Ph.D. Program Coordinators and faculty. During the first year, priority will be given to having Ph.D. students work with faculty rather than teach courses. In most cases, the assignments will be similar during the second year. Once they reach the third year, students will be given the opportunity to teach at least one class, and, depending on interest and performance, may be assigned more course responsibility. Whether the assistantship is teaching or research focused, the student should plan to report to the department and be available for duties on the first working day after August 15<sup>th</sup> for Fall Semester and January 5<sup>th</sup> for Spring Semester.

### 5.2. TEACHING REQUIREMENTS

All doctoral students are required to teach at least one class during their program of study. Each department will assist its Ph.D. students in new course preparation. The department will approve the course syllabus, exams and grading policy, and it may also make periodic classroom visits to observe the Ph.D. student's teaching effectiveness.

### 5.3 ASSISTANTSHIP PERFORMANCE

An assistant is expected to provide conscientious, competent and effective performance of his or her assigned duties. He or she will be evaluated by his or her faculty supervisors informally on a regular basis, and formally in the annual review process (see 3.2). Performance of assistantship duties provides the student an opportunity to work closely with a faculty member and to help establish a solid working relationship. It is also one of the criteria that will be used to evaluate the student's overall performance in the Ph.D. program.

## SECTION 6. MAJOR AREA PROGRAM REQUIREMENTS

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# Accounting

### 1. Objectives

Attract, train, and graduate qualified doctoral students with the ability, background, and motivation to have successful careers in academic accounting.

Provide doctoral students with a program of course work that will prepare them to conduct quality accounting research.

Involve doctoral students in faculty-sponsored research projects as co-investigators and co-authors.

Assimilate doctoral students into all aspects of the academic accounting profession including teaching, research, and service.

Place graduates of the accounting Ph.D. program at high quality, research-oriented institutions.

### 2. General Competency

In accordance with CCB requirements, applicants must have a minimum admission index score of 1350 to enter the Ph.D. program (index scores are calculated by taking the GMAT score plus [200 x GPA]) and a TOEFL of 600 for ESL students. In addition to the CCB index requirements, a successful applicant typically has attained, at a minimum:

- Bachelor's degree from a four-year accredited university
- 3.50 GPA
- TOEFL of 600 for ESL students
- 650 GMAT score

The accounting course equivalence of both a WSU bachelor's degree in accounting and a WSU Master of Accountancy degree.

Note that a student who has met all but the accounting course equivalence requirement can be accepted into the Ph.D. program subject to completion of the course equivalence requirement.

Admission is competitive. Meeting the minimum requirements does not guarantee admission to the program. Preference will be given to applicants possessing one or more of the following characteristics:

- A Master's degree in accounting or related field
- Relevant work experience
- Evidence of research interest similar to that of current faculty



It is expected that students entering the doctoral program will possess competencies in mathematics (including linear algebra and calculus) and business (accounting, economics, finance, management), have adequate computer skills and a good command of the English language. If the student is deficient in any of these areas, additional classroom work (beyond the major course of study) may be required.

### 3. Accounting Major Field Requirements: 15 Credits

Major field program requirements enable the student to develop proficiency in his or her primary area of study.

- Accounting 596: Overview of Accounting Research
- Accounting 596: Behavioral Accounting Research
- Accounting 596: Archival Data Research
- Seminar in Research Design (e.g., Marketing 593)

A minimum of 3 additional hours of accounting or related courses approved by the Accounting Ph.D. Program coordinator.

### 4. Carson College of Business Doctoral Program Course Requirements: 1 Credit

BA 598: Research and Professional Development Seminar (1 credit)

### 5. Research Methods and Statistics Requirements (12 credits)

Doctoral students are required to complete a minimum of 12 credits of graduate level statistics covering topics such as experimental design, ANOVA, multivariate analysis, regression, psychometric theory, and structural equation modeling. (Note: Ph.D. students may combine courses from psychology, economics, statistics, etc., as indicated, to meet the Research Methods and Statistics requirement):

Required Courses:

#### *Behavioral Track*

- Analysis of Variance and Experimental Design (e.g., Psych. 511 or Stat. 512)
- Regression Analysis (e.g., Psych. 512 or Stat. 535)
- Quantitative Methods and Research Design (e.g., Psych. 513)

#### *Archival Track*

- Regression Analysis (e.g., Stat. 535)
- Econometrics I (e.g., EconS/Fin 511)
- Econometrics II (e.g., EconS/Fin 512)

Select one from the following, with approval by the Accounting Ph.D. Program Coordinator:

- Psychometrics (e.g., Psych. 514)

- Theory of Linear Models (e.g., Stat. 533)
- Nonparametric Statistics (e.g., Stat. 514)
- Applied Multivariate Analysis (e.g., Stat. 519, MgtOp 519)
- Applied Linear Models (e.g., Stat 530)
- Time Series Analysis (e.g., MgtOp 516)
- Introduction to Statistical Theory (e.g., Stat 556)
- Statistical Computing (e.g., Stat 536)
- Advanced Topics in Operations and Statistics (MgtOp 596)
- Research Methods in Political Science (Pol.Sci. 503)
- Analysis of Variance of Designed Experiments (Stat. 512)
- Course approved by the Accounting Ph.D. Program coordinator

#### 6. Accounting Supporting Field Requirements (9 credits)

Program requirements in this area constitute an integrated portfolio intended to develop proficiency in a field of study outside of accounting. The supporting field may consist of graduate level courses and seminars in Economics, Finance, Psychology, Sociology, Management, Management Information Systems, Marketing, or other areas consistent with the student's research concentration. The student in consultation with the Accounting Ph.D. Program Coordinator and/or the student's doctoral committee chooses the supporting field courses.

#### 7. Independent Research Paper

Each student is expected to complete a substantial research paper reflecting an appropriate mastery of a specific area of literature, research design, methodology, and analysis. As stated in the CCB Ph.D. Policies and Procedures Manual (Section 2.5), the purpose of the paper is "to provide the student with an opportunity to work with faculty members on research, provide experience as preparation for the dissertation and to develop a publication record prior to entering the job market."

The paper is normally started following the student's second semester, but may be initiated before this time. The completed paper is to be presented by the student in a research workshop before sitting for comprehensive exams.

8. Sample Program of Study

Year 1: Tools and supporting field courses

First Semester

Acctg. 596 (Introductory Seminar)

Research Methods/Statistics

Research Methods/Statistics

Second Semester

Acctg. 596 (Archival Seminar)

Research Methods/Statistics

Marketing 593 (Seminar in Research Design)

BA 598 (1 credit)

Summer: Independent Research Paper

Year 2: Tools and supporting field courses

First Semester

Acctg. 596 (Behavioral Seminar)

Research Methods/Statistics

Supporting Field Course

Second Semester

Supporting Field Course

Supporting Field Course

Accounting Major Course

Summer: Preparation for Comprehensive Exam

Year 3: Comprehensive exams and dissertation proposal

First Semester

Comprehensive exams

Second Semester

Dissertation Proposal

Year 4: Dissertation and Other Research

9. Possible fifth-year graduate assistantship support

At any time prior to the end of a student's fifth semester, depending upon the student's demonstrated academic progress and expected likelihood of superior research quality and productivity, the Accounting Ph.D. Program Coordinator may extend a written offer of fifth-year graduate assistantship support to a student. In order to receive the fifth-year support the student must respond affirmatively in writing within the response period specified in the offer, but in no case later than the end of the fifth semester. The written student response should include a proposed revised outline of her/his Program of Study (i.e., a revision of #8 above). Once a final agreement encompassing the student's revised outline is reached, including the signatures of both the student and the Coordinator, it represents a commitment by the student to actively pursue the revised outline on the WSU campus.

# Finance

This program will prepare you for a research- and teaching-focused career in higher education. Graduates are qualified to teach at AACSB-accredited universities throughout the United States and abroad.

You will develop substantial competencies in the theory, practice, and research methodology essential to the advancement of finance knowledge, while incorporating your own background, experience, and objectives. The program includes a variety of formal and informal interactions and projects with faculty and others, as well as coursework, comprehensive exams, teaching experience, and dissertation research.

Coursework covers finance topics as well as subject matter from supporting fields such as economics, accounting, etc. Extensive study of research methods and statistics associated with finance research is a large component of the program. In addition to specific coursework, you will have opportunities to collaborate with finance faculty and other graduate students to develop your research competencies.

## ADMISSION REQUIREMENTS

A minimum admissions index score of 1250 is required to be considered for admission. The index is based on the formula  $\text{GPA} \times 200 + \text{GMAT}$  (and a TOEFL of 580 for ESL students). There is not a minimum GMAT score requirement. However, successful candidates typically exceed 650.

## DESIRED PREREQUISITES

- 3 semesters of college calculus
- 1 semester of mathematics for economists
- 1 semester of linear algebra
- 2 semesters of probability and statistics
- 1 semester of intermediate microeconomics
- 1 semester of intermediate corporate finance
- 1 semester of investments
- 1 semester of financial markets and institutions

## MAJOR FIELD REQUIREMENTS (15 CREDITS)

- EconS/Fin 596 (I): Advanced Topics in Financial Economics
- EconS/Fin 596 (II): Advanced Topics in Financial Economics
- EconS/Fin 596 (III): Advanced Topics in Financial Economics
  
- Two additional courses to be defined and approved by the coordinator of the Ph.D. program in finance. Possibilities include MBA-level finance courses, Fin 600: Independent Study (up to 6

credits), a Fin 400-level course (up to 6 credits), MgtOps 596, graduate level accounting courses, and statistics courses.

## SUPPORTING FIELD REQUIREMENTS (6 CREDITS)

Students will take two of the following Courses:

- EconS/Fin 500: Macroeconomic Theory I
- EconS/Fin 501: Microeconomic Theory I
- EconS/Fin 502: Macroeconomic Theory II
- EconS/Fin 503: Microeconomic Theory II

**500 Macroeconomic Theory I** 3 Introduction to dynamics, growth and investment, overlapping generations models, Ramsey model, consumption and investment. (Crosslisted course offered as ECONS 500, FIN 500). Required preparation must include intermediate macroeconomics and one year of calculus. Required preparation must include intermediate macroeconomics and one year of calculus. Typically offered Fall.

**501 Microeconomic Theory I** 3 Microeconomic theory, multivariate optimization, consumer and producer theory, competitive partial equilibrium, introduction to imperfect competition. (Crosslisted course offered as ECONS 501, FIN 501). Required preparation must include intermediate microeconomics and one year of calculus. Required preparation must include intermediate microeconomics and one year of calculus. Typically offered Fall.

**502 Macroeconomic Theory II** 3 Course Prerequisite: ECONS 500. Macroeconomic theory, short-run fluctuations and nominal rigidities, monetary economics and inflation, real business cycle models, unemployment international macroeconomics. (Crosslisted course offered as ECONS 502, FIN 502). Typically offered Spring.

**503 Microeconomic Theory II** 3 Course Prerequisite: ECONS 501. General equilibrium, welfare economics and social choice, market failure, game theory, economics of information. (Crosslisted course offered as ECONS 503, FIN 503). Typically offered Spring.

## RESEARCH TOOL REQUIREMENTS (16 CREDITS)

- EconS/Fin 510: Statistics for Economists
- EconS/Fin 511: Econometrics I
- EconS/Fin 512: Econometrics II
- BA 598: Research and Professional Development Seminar
- Two of the following:
  - Stat 530: Applied Linear Models
  - MgtOp 516: Time Series Analysis
  - Math 548: Numerical Analysis
  - Stat 556: Introduction to Statistical Theory

- Stat 536: Statistical Computing
- MgtOp 519: Applied Multivariate Analysis
- Stat 522: Biostatistics and Epidemiology
- MgtOps 596: Advanced Topics in Operations and Statistics
- Mktg 593: Behavioral Research Methods Seminar
- Course approved by the coordinator of the Ph.D. program in finance, e.g., FIN496 Special Topics in Finance.

## SUGGESTED STUDY PROGRAM FIRST YEAR

### FALL SEMESTER

- EconS/Fin 500: Macroeconomic Theory I and/or
- EconS/Fin 501: Microeconomic Theory I EconS/Fin 510: Statistics for Economists
- BA 598: Research and Professional Development Seminar

### SPRING SEMESTER

- EconS/Fin 502: Macroeconomic Theory II and/or
- EconS/Fin 503: Microeconomic Theory II
- EconS/Fin 511: Econometrics

## QUALIFYING EXAM

You are required to take the Micro, Macro, and Econometrics qualifying exams after completing the EconS courses (two of EconS/Fin 500: Macroeconomic Theory I, EconS/Fin 501: Microeconomic Theory I, EconS/Fin 502: Macroeconomic Theory II, and EconS/Fin 503: Microeconomic Theory II, plus EconS/Fin 510: Statistics for Economists and EconS/Fin 511: Econometrics I). However, this requirement will be waived if you receive no lower than a B in any of the courses.

## WRITTEN FIELD EXAMINATION

You will take this exam after you complete the Ph.D. seminars in Advanced Topics in Financial Economics.

## DISSERTATION

The research work must be original and relevant to the finance field and the existing body of finance literature.

# Hospitality and Tourism Management

## GENERAL COMPETENCY

The requirements for this program follow the Ph.D. Program in Business Administration Policies and Procedures and Program Requirements in the Carson College of Business. The concentration in Hospitality and Tourism takes advantage of existing course and seminar offerings in the other five business disciplines to offer a diverse and flexible high-quality program. The program requirements for the concentration in Hospitality and Tourism are designed to develop proficiency in the student's major field of study with applications in hospitality business management.

## RESEARCH TOOL REQUIREMENTS (12 CREDITS)

A minimum of 4 research tool courses to be selected by the student with the approval from his/her Ph.D. committee.

- ANOVA (e.g., Psych 511, Stat 507, Stat 512, or Soc 522)
- Regression/Econometrics (e.g., Psych 512, Soc 521, Stat 530, Stat 533, Stat 535, EconS 511, or EconS 512)
- Psychometric Theory (e.g., Psych 514 or Stat 520)
- Multivariate Statistics (e.g., BA596, Mktg 594, Stat 519, MgtOp519, or MgtOp591) or Applied Structural Equation Modeling (Psych 516)

These suggested courses above may be substituted for other courses that treat each of the above topics in a comprehensive fashion, as approved by the student's program committee. Although four research tool courses are required, additional research courses may be taken as part of the student's supporting field requirements.

## MAJOR FIELD REQUIREMENTS (13 CREDITS)

- HBM 591 Seminar in Services Management
- HBM 592 Seminar in Current Issues in Travel and Tourism
- MKTG 593 Behavioral Research Methods Seminar
- BA 598 Research and Professional Development Seminar (1 credit course)
- HBM 600 Independent Study (2nd-Year Research Project)

## BUSINESS ELECTIVES (6 CREDITS)

At least two of the following graduate-level business courses:

- EconS/Fin 596 Advanced Topics in Financial Economics
- MGTOP 516 Time Series

- HBM 581 Services Management
- IBUS 580 International Business Management
- MGMT597 Seminar in Organizational Behavior
- MGMT597 Seminar in Organizational Theory
- MGMT597 Seminar in Strategic Management
- MIS 572 Database Management Systems
- MIS 574 Telecommunications and Networking in Business
- MIS 582 Systems Analysis and Design
- MKTG 590 Seminar in Consumer Behavior
- MKTG 591 Seminar in Marketing Management
- MKTG 592 Seminar in Marketing Foundations

These suggested courses above may be substituted for other courses as approved by the student's program committee.

### **SUPPORTING FIELD REQUIREMENTS (9 CREDITS)**

Coursework in the area of specialization is intended to provide necessary skills and knowledge to conduct research in a chosen field. Courses must be related to an area of study selected by the student and approved by the doctoral student's committee. Supporting doctoral level coursework may be selected from areas such as (but not limited to) research seminars in anthropology, psychology, sociology, economics, management, international business, information systems, marketing, communication, etc. Additional coursework in HBM may also be taken, with approval from the doctoral student's committee.

### **PHD RESEARCH CREDIT REQUIREMENTS (32 CREDITS)**

In addition to major field requirements, business electives, and supporting field requirements, the Ph.D. in Hospitality and Tourism requires additional research credits associated with the development of the final dissertation. A minimum of 32 (800 level) research credit hours is required.



**SAMPLE PH.D. PROGRAM IN BUSINESS ADMINISTRATION WITH CONCENTRATION IN HOSPITALITY AND TOURISM (BASED ON APPROXIMATELY 9 CREDITS PER SEMESTER IN THE FIRST TWO YEARS OF STUDY) \*\***

<b>Year</b>	<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
1	<ul style="list-style-type: none"> <li>• HBM 591</li> <li>• Psych 511</li> <li>• BA 598 (1 credit course)</li> <li>• Business Elective</li> </ul>	<ul style="list-style-type: none"> <li>• MKTG 593</li> <li>• Psych 512</li> <li>• Business Elective</li> </ul>	<ul style="list-style-type: none"> <li>• Start preparation for 2<sup>nd</sup> Year Research Project</li> </ul>
2	<ul style="list-style-type: none"> <li>• HBM 592</li> <li>• Psych 514</li> <li>• Supporting Field Course</li> </ul>	<ul style="list-style-type: none"> <li>• HBM 600 (2<sup>nd</sup> Year Research Project)</li> <li>• Psych 516</li> <li>• Supporting Field Course</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation for Comprehensive Exams</li> </ul>
3	<ul style="list-style-type: none"> <li>• Comprehensive Exams</li> <li>• Supporting Field Course</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time Research (Dissertation and Other)</li> </ul>	
4	<ul style="list-style-type: none"> <li>• Full-time Research (Dissertation and Other)</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time Research (Dissertation and Other)</li> </ul>	

\*\*Note: 1. Courses cannot be counted twice under any of the above-mentioned requirements.  
2. No more than 9 hours can be taken as independent study courses.

**ANNUAL REVIEW AND WRITTEN AND PRELIMINARY EXAMS**

The goal of the annual reviews and the exams is to assess the candidate’s overall mastery of the core body of knowledge in the field and the degree of preparation to undertake research independently or with minimal supervision. The Ph.D. Program area coordinator and committee along with appropriate advisors will annually review the progress of the students in terms of publications and research effort. The Preliminary Exam (scheduled sometime during the third year in the program) will test the candidate’s knowledge in five areas:

1. Hospitality and tourism major field requirements: Hospitality and Tourism core knowledge includes a thorough understanding of hospitality and tourism, and behavioral research methods.
2. Business electives: The student should be able to demonstrate an appropriate level of understanding of theories and research methods aligned with those business disciplines chosen for further study, including finance, information systems, international business, management, operations, and/or marketing.
3. Hospitality and tourism research: The student should be able to demonstrate a thorough understanding of hospitality and tourism research, including explanatory theories and past research findings. In addition, the candidate is expected to demonstrate command over the relevant literature from his/her supporting field.

4. Hospitality and tourism research methods and statistics: The student should also have an extensive knowledge of statistics and the research methodologies that can be employed to study hospitality and tourism phenomena from a behavioral standpoint.
5. Oral and written communication skills: Given the program's focus on producing hospitality and tourism scholars who can be successful at other accredited, peer or better research universities, the student is also expected to show a high level of written and oral communication skills exhibited in the written and oral comprehensive exams, research presentations at national/international conferences, and publications in hospitality & tourism journals.

# Information Systems

Successfully completing the PhD program in MIS requires completion of a prescribed set of coursework, a second-year paper, the comprehensive examination and preliminary oral examination and the dissertation. Here we document the coursework and comprehensive examination requirements in detail. The other requirements are documented in the main text of the PhD program manual.

## GENERAL COMPETENCY

In general, students accepted in the program need to satisfy the following requirements:

- A Master's degree (M.S., M. A. in a related discipline, or preferably MBA), although outstanding applicants with bachelor's degree will be considered.
- A minimum GMAT score of 600 is required for admission (The scores of several admitted applicants in recent years are considerably higher).
- GPA higher than 3.25 on a 4.00 scale.
- Some technology-related background (educational or professional).
- Fit between applicant and faculty areas of interest, and also compatibility of applicant's goals with the doctoral program's goals
- Letters of recommendation
- Work experience (while not necessary, appropriate experience can make an applicant more attractive to the program.)

While applicants can have diverse profiles, an educational or business background that reflects an understanding and interest in information systems or computer science creates a stronger applicant. Students with an MBA or good business experience are preferred. Since the program is focused on producing research ready faculty that can be placed at peer or better research institutions, incoming students should additionally have both good written and oral communication skills, as well as a reasonable level of skill in mathematics to facilitate the mastery of research methods and statistics.

MIS is a profession that merges both technology and business, and as such, graduates from our program must show adequate understanding of non-MIS business disciplines, such as accounting, marketing, management, etc. Usually, those coming in with a Master's degree in Business Administration automatically satisfy these requirements. If there are deficiencies in this area, additional coursework beyond the formal requirements for the degree may be needed in order to successfully prepare for the comprehensive (or qualifying) examination. Likewise, a student with any information systems technology related deficiencies might also require additional coursework for adequate preparation.

## REQUIRED COURSE WORK

### MIS RESEARCH (12-15 CREDITS)

Students are required to take at least 4 of the following 5 courses:

- MIS 595: MIS Research Foundations
- MIS 596: MIS Doctoral Topics
- MIS 597: MIS Research Methods
- MIS 598: MIS Research Topics
- MIS 599: MIS Research Proposal Development

### RESEARCH METHODS AND STATISTICS REQUIREMENTS (15 CREDITS)

The purpose of these courses is to provide grounding for students in the area of philosophy of science, research methods, research design, and statistics in order to assist them in becoming productive information systems scholars.

All students must take at least one seminar in research methods, providing an overview of a wide range of methods. MKTG 593 is the typical course but another course can be substituted for this if MKTG 593 is not available.

Students must take a minimum of 12 credits of statistics, covering the following areas:

- Design of Experiments, ANOVA (e.g. Psych 511, Stat 512, Stat 530, Stat 507, Soc 522)
- Regression/Econometrics (e.g. Psych 512, Soc 521, Stat 513, Stat 533, Stat 535, EconS 511, EconS 512)
- Psychometric Theory (e.g. Psych 514, Stat 520, EdPsy 576)
- Structural Equation Modelling (e.g., Psych 516)

Other methods courses to support a specific research area may be recommended for individual students.

### SUPPORTING FIELD REQUIREMENTS (3-6 CREDITS)

The major field of Information Systems draws on numerous contributing disciplines for the purposes of research. In consultation with the doctoral student's committee, supporting doctoral level coursework may be selected from areas such as (but not limited to) research seminars in Psychology, Management, Marketing, Communication, Sociology, etc.

Taking appropriate courses from multiple disciplines may fulfill the above requirements, although there needs to be some degree of coherence in the underlying themes of the courses.

## OTHER REQUIREMENTS (4 CREDITS)

Students will also be required to take a one-credit course Research and Professional Development Seminar (BA 598) that will be coordinated by the CCB Graduate Programs Office and the 3-credit seminar in management teaching (BA 596).

## SAMPLE PROGRAM OF STUDY (BASED ON APPROXIMATELY 10 CREDITS PER SEMESTER)

Year	Fall	Spring	Summer
1	<ul style="list-style-type: none"> <li>• MIS Research Seminar</li> <li>• RM/Stats 1 (e.g., Psych 511)</li> <li>• Supporting Field Seminar</li> <li>• MIS 800 (≥1 credit)</li> </ul>	<ul style="list-style-type: none"> <li>• MIS Research Seminar</li> <li>• RM/Stats 2 (e.g., Psych 512)</li> <li>• MKTG 593 – Research Methods</li> <li>• BA598 – Professional Development Seminar</li> <li>• MIS 800 (≥1 credit)</li> </ul>	<ul style="list-style-type: none"> <li>• Begin work on 2<sup>nd</sup> year paper</li> </ul>
2	<ul style="list-style-type: none"> <li>• MIS Research Seminar</li> <li>• RM/Stats 3 (e.g., Psych 514)</li> <li>• Seminar in Management Teaching</li> <li>• MIS 800 (≥1 credit)</li> </ul>	<ul style="list-style-type: none"> <li>• MIS Research Seminar</li> <li>• RM/Stats 4 (e.g., Psych 516)</li> <li>• MIS 599 – Proposal Development</li> <li>• MIS 800 (≥1 credit)</li> </ul>	
3	<ul style="list-style-type: none"> <li>• Comprehensive Exam</li> <li>• MIS 800 (≥1 credit)</li> </ul>	<ul style="list-style-type: none"> <li>• Full time Research (Dissertation and other)</li> <li>• MIS 800 (≥1 credit)</li> </ul>	
4	<ul style="list-style-type: none"> <li>• Full time Research (Dissertation and other)</li> <li>• MIS 800 (≥1 credit)</li> </ul>		

## WRITTEN FIELD AND PRELIMINARY EXAMS

### CONTENT

Section 2.6 of the Carson College of Business PhD program manual defines the written field examination (hereafter the comprehensive exam) as testing “the breadth and depth of the student’s knowledge of the literature and ability to integrate the concepts, theories, models and practice in the major and supporting areas of study. It will also address the ability of the student to apply methodological and analytical tools to research problems in these fields.” (p.10).

The scope of the exam, then, is as broad as the IS field itself. The primary focus will be on materials from our doctoral seminars, but it is not limited to these materials. Successful scholars read widely in the literature and are familiar with the discipline beyond their own research interests and required readings.

### FORMAT

The exam is open book and will take place over three days with 1-2 questions per day. Questions are likely to include such activities as a review of a paper, design of a study, synthesis of a theory and its application in the discipline, and commentary on key issues within the discipline. The grading scale for comprehensive exams is provided in the section 2.7 of the PhD program manual.

Successful completion of the written exam will be followed (within about a month) by scheduling of the preliminary oral exam. This oral exam will require you to defend and elaborate on your written exam and may introduce additional questions pertaining to the field.

## TIMING

The comprehensive exam will typically be scheduled during the summer between the student's 2nd and 3rd years of study, with the preliminary exam scheduled as soon as possible thereafter, in semester 5. (The proposal defense is likely to be scheduled during semester 6 or 7.)

## PREPARATION

Preparation for the comprehensive exam begins on the day you enter the PhD program. As you read in the literature you develop your skills in understanding and applying theory and methods and you begin to form your own voice as a scholar. Throughout your coursework and other program activities (research presentations from other scholars, meetings with faculty) you are building your capabilities as a scholar and preparing yourself for your comprehensive exam.

Throughout your coursework you should be summarizing the articles you read, synthesizing the various bodies of literature you encounter and reflecting on the assumptions that underlie our scholarship. The more you write as you are reading, the better prepared you will be for your comprehensive exam.

Final preparation for your exam, during the summer following second year, should include reviewing materials already read, searching for updated articles on topics that you have studied (especially those published in the top journals) and writing practice questions. You can obtain prior exams from other students to use as practice questions. If you are preparing for the exams with other students in your cohort, you are encouraged to share your practice exams and provide feedback to each other.

## EVALUATION

Exams are evaluated based on the degree to which you demonstrate mastery of:

- MIS research. You should be able to demonstrate a very thorough understanding of MIS research, including explanatory theories and past research findings. In addition, you will be expected to demonstrate command of the relevant literature from your supporting discipline.
- MIS research methods and statistics. You should also have an extensive knowledge of statistics and the research methodologies that can be employed to study MIS phenomena.
- Oral and written communication skills. Given our focus on graduating scholars who can succeed at accredited, peer or better research universities, you will be expected to demonstrate a high level of written and oral communication skills in the written and oral comprehensive exams.

# Management

## PROGRESS IN THE PROGRAM MILESTONES

Per CCB requirements, students should have:

- submitted the program of study by the end of the first year of enrollment in the Ph.D. program
- formed a Program Committee no later than the third semester in the program
- presented the second-year paper by the end of the 5th semester
- gotten their program of study approved by the WSU Graduate School at least one month before scheduling the (comprehensive) preliminary oral exam if changes were made after first year-end submission
- taken written field exams by the end of the 5th semester (but no earlier than the 4th)
- taken the oral prelim exam by the end of the 5th semester (after passing the written field exam)
- formed a Dissertation Committee by the end of the 5th semester
- defended a dissertation proposal (as approved by the Dissertation Committee) by the end of the 6th semester
- defended the dissertation by the end of the 8th semester (could be extended up to 10th semester depending on the nature of research and potential for superior employment)
- passed the English Competency exam by the end of the 2nd semester (ESL TAs only)

## COURSEWORK

Students are required to earn 72 credit hours, 36 of which must be graded. As such, students must take an additional 36 credits (either graded or pass/fail) to reach a total of 72 credits. Thus, “Research” and “Other Directed” credits may be taken to reach the total of 72 credits. A breakdown of credits could be as follows:

- 1) 36 credits of graded coursework,
- 2) 4 credits of other coursework (graded (e.g., BA 596) or S/F (e.g., BA 598—see below), and
- 3) 32 research credits

## SAMPLE CURRICULUM

### I. GRADED COURSE CREDITS (36 CREDITS)

#### *REQUIRED PH.D. SEMINARS OFFERED BY THE MANAGEMENT UNIT (9 CREDITS)*

Students are required to take following three doctoral seminars. The seminars are designed to ground the student in the literature and integrate research streams in the management field, and thus help to provide a foundation for comprehensive exams

- MGMT594 – Doctoral Topics I – Seminar in Organizational Theory
- MGMT595 – Doctoral Topics II – Seminar in Strategic Management
- MGMT599 – Doctoral Topics III – Seminar in Organizational Behavior

**ADDITIONAL SEMINAR OFFERED BY THE DEPARTMENT (3 CREDITS)**

- MGMT 584 – Doctoral Topics IV – Seminar in Entrepreneurship

**AND/OR**

**SPECIAL TOPICS (DIRECTED) SEMINAR ON CASE-BY-CASE BASIS OFFERED BY THE DEPARTMENT ONLY IF A STUDENT IS INTERESTED IN ETHICS AND JUSTICE (3 CREDITS)**

- MGMT 600 – Special (Doctoral) Topics V – Directed seminar, for example, in ‘Ethics and Justice’

PLEASE NOTE THAT **PHD TEACHING COURSE (3 CREDITS—SEE BELOW)** CAN BE INCLUDED IN THE GRADED COURSE CREDITS (36 CREDITS).

**PH.D. RESEARCH TOOL REQUIREMENT (METHODS/STATISTICS/ ECONOMETRICS COURSES) (15 CREDITS)**

Students must take a minimum of 15 credits (1 CCB methods course + 4 other courses from recommended list below) of the research toolkit courses, which ground them in methods, design, and estimation techniques in order to assist them in becoming productive empirical scholars.

*1 CCB Methods Course (3 Credits):*

- MKTG/ MGMT 593— Seminar in Research Design—CCB Research Methods Seminar

*4 courses from the Recommended List below contingent on your focus (Micro, Macro, or a Mix):*

- ANOVA (e.g., **PSYCH511**, STAT507, STAT512)
- Regression, Econometrics and Linear Models (e.g., **PSYCH512**, **SOC521**, **SOC522**, STAT530, ECON511/STAT 531, ECON512/STAT552, MGTOP591, BA596, MKTG594)
- Psychometric Theory (**PSYCH514**, **PSYCH516**)
- Multivariate Statistics or Categorical Data Analysis (e.g., STAT519/MGTOP519, STAT 520)
- Other useful research tool courses include: **Ed\_Psych 572** (Meta-Analysis), **COM 580** (Mixed Methods), time series analysis (STAT516/MGTOP516), and statistical computing (STAT 536), among others.

Your program committee may substitute courses from above list and/or suggest additional courses. All the courses must be approved by your program committee.

**ADDITIONAL PH.D. COURSEWORK (9 CREDITS)**

A minimum of 9 credit hours of coursework approved for graduate credit must be designated and approved by the student’s Ph.D. committee. Examples include (but are not limited to) courses in psychology, sociology, economics, finance, marketing, political science, and mass communication. Courses must be related to an area of study selected by the student and approved by the student’s program committee.

**PHD TEACHING COURSE (3 CREDITS)**

This course is part of the 36 credits of graded coursework. All Ph.D. students are expected to take the course BA 596—Doctoral Topics (Seminar in Management Teaching). Ideally, this course is



taken in the fall semester of the second year in the program, before the student has full course responsibility for teaching a class. Again, this course can be included in the graded course credits (36 credits).

**PROFESSIONAL DEVELOPMENT SEMINAR (1 CREDIT)**

This one credit seminar (BA 598), part of the 4 credits of other coursework, is a pass/fail colloquium designed to enhance research and teaching skills and to provide professional socialization of doctoral students from all fields. Students are required to take this course during their second semester in the program.

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## **OTHER IMPORTANT MILESTONES**

### **II. SECOND-YEAR PAPER (MGMT 800: 3 CREDITS GRADED ON A SATISFACTORY/FAIL (S/F) BASIS)**

The second-year paper is a pass/fail, faculty-supervised independent research project. This involves an empirical study that proposes and tests hypotheses demonstrating data collection skills along with capabilities to statistically analyze the same and discuss results outlining contribution to theory and methods. The goal of the project is to develop a manuscript the student can submit to a recognized scholarly journal, which upon publication will help students in their job placement. Please review section 2.6 of handbook for details. This paper involves following critical steps:

- 1) Your program committee chair and committee members play a key role in developing your second year paper. You are expected to start working with them since the beginning of your program. Discuss and submit a Second-Year Paper Form (Appendix A) to the CCB Graduate Programs Office.
- 2) The student must formally present the study to the Department during the 5th semester but no later than the 6<sup>th</sup> unless the department makes an exception. Students must circulate the copy of their second year paper to the unit at least one week prior to their presentation.
- 3) The faculty will decide the grade for the MGMT 800 requirements as satisfactory (Pass) or not (Fail).
- 4) A grade of Incomplete (I) will be submitted for the one who does not meet minimum requirements.

### **III. WRITTEN FIELD EXAMINATION AND PRELIMINARY ORAL EXAMINATION (COMPREHENSIVE EXAM)**

Please review sections 2.7 and 2.8 of the handbook to learn about the important milestones of Written Field Examination/ Written Comprehensive Exam and Preliminary Oral Examination (Oral Field Examination/ Oral Comprehensive Exam). Students generally take comprehensive exams at the end of their 4<sup>th</sup> semester, once required courses have been taken. Comprehensive exams consist of:

- (1) A written field examination, and
- (2) A preliminary oral examination.

Students must pass the written exam before moving on to the preliminary oral exam and must pass the oral exam before moving on to work on the dissertation.

### **WRITTEN FIELD EXAMINATION**

Management unit's written exam is a two-day exam, with each day consisting of a six to eight-hour exam period (8a to Noon, and 1p to 5p or 1 to 3p with some flexibility). This exam is scheduled over no more

than three consecutive days with no more than eight scheduled hours in any single 24-hour period. The unit requires that the exam be closed-all-sources. A student's Comprehensive Exam Committee, consisting of the PhD Coordinator, members of the student's program/dissertation committee, in consultation with the Management faculty, determines eligibility and develops the exam.

The written exam is scheduled by the Management faculty and it generally takes place around Labor Day weekend in the student's fifth semester. Students should also note that the Written exam is a requirement of Ph.D. Program in the Carson College of Business, and is NOT part of the WSU Graduate School's preliminary exam. Thus, this exam should not be scheduled through the Graduate School.

Once the written exam is over, the comprehensive examination committee and other interested faculty will grade the examination. Faculty are not explicitly revealed students' identity while grading the exam, and students will not be revealed individual faculty's ratings of their performance.

Please review section 2.7 to learn about the options in case of failing the written exam.

### **PRELIMINARY ORAL EXAMINATION**

Please review section 2.8 of the handbook to learn about the preliminary oral exam. This exam is taken after the student has passed the written exam. The Ph.D. student schedules the preliminary oral exam through the WSU Graduate School at least ten working days before the examination is to be held. The scheduling must first run through the College of Business' Graduate Programs Office. The preliminary oral examination must be scheduled during the Fall or Spring semester and may not be scheduled during finals week.

## **IV. DISSERTATION COMMITTEE FORMATION**

Please review section 2.9 of the handbook to learn about the formation of dissertation committee, which provides guidance for the dissertation process. It includes (a) a dissertation proposal defense and (b) a final oral examination.

## **V. DISSERTATION PROPOSAL DEFENSE**

Please review section 2.10 of the handbook to learn about the dissertation proposal defense. The exact nature of the proposal will depend on the requirements set forth by the Dissertation Committee. The dissertation proposal must be orally defended in a meeting with the Dissertation Committee (discussed in a relevant section of this document) that is open to the faculty and graduate students.

## **VI. FINAL ORAL (DISSERTATION) EXAMINATION**

Please review section 2.11 of the handbook to learn about the final oral examination. In the Management, unit, the final oral defense is the student's defense of his/her dissertation. The completed dissertation must be defended in a forum open to faculty of the entire Washington State University.

# Marketing

## PH.D. PROFESSIONAL DEVELOPMENT SEMINAR (1 CREDIT)

- Students will take the one-credit college-wide professional development colloquium (BA 598) during their 1<sup>st</sup> year or as soon as possible when approved by the area coordinator.

## PH.D. TEACHING COURSE (3 CREDITS):

- Students will take the 3-credit BA 596 teaching course, ideally in the fall of their second year.

## PH.D. RESEARCH TOOL REQUIREMENTS (12 CREDITS):

- ANOVA (e.g., PSYCH511, STAT507, STAT512, SOC522)
- Regression, Econometrics and Linear Models (e.g., PSYCH512, SOC521, STAT530, ECONS511/STAT 531, ECONS512/STAT552, MGTOP 591)
- Psychometric Theory (e.g., PSYCH514)
- Multivariate Statistics or Categorical Data Analysis (e.g., STAT519/MGTOP519, STAT 520)

The student may, with the approval of his/her program committee, substitute other courses for the suggested courses above, as long as the alternative courses treat each of the above topics in a comprehensive fashion.

## PH.D. MAJOR FIELD REQUIREMENTS (15 CREDITS):

- **Seminar in Consumer Behavior** (MKTG 590) – This course consists of a survey of the current literature in consumer behavior. Topics covered include, but are not limited to: information processing, attitude theory, persuasion, consumer decision-making, retailing, public policy issues. Other topics may be included as the professor identifies emerging issues in the consumer behavior literature.
- **Seminar in Marketing Management** (MKTG 591) – This seminar provides a survey of the current literature on marketing management and strategy. In addition, it consists of readings on important theory and topics that have widespread influence in the marketing area. These include, but are not limited to: market orientation, competitive advantage, performance, transaction cost theory, the environment, new product development and product management issues, inter-firm relationships and alliances and other new topics identified by the professor as relevant in the student's scholarly development.
- **Seminar in Marketing Foundations** (MKTG 592) – This seminar explores the key topics that are generally associated with the marketing domain. This seminar will address the question “what is marketing” and offer an overview of its fundamental aspects including (but not limited to) the following: advertising, pricing, brand management, product positioning, new product

development, relationship marketing, and marketing public policy. The professor will include additional topics from the field as they emerge in the literature.

- **College of Business Research Methods Seminar** (currently MKTG 593) – This seminar covers the basics of theory development and methods used in gathering data in the social and behavioral sciences. Topics covered include, but are not limited to: paradigm development and shifts, theory and theory development, philosophy of science, field study designs (survey research), experimental design, quasi-experimental field study design, secondary data acquisition and use, and qualitative research design. Internal and external validity and measurement validation will be included as the professor deems necessary. In addition, any new topics emerging as important may be included.
- **Additional Graduate-Level Seminar Relevant to Marketing** - An additional 3 credits of advanced course work that provide theoretical and/or practical foundations for marketing research and theory. Courses may include those offered under MKTG 565 (various additional marketing seminars), graduate level coursework in business, psychology, sociology, or other disciplines deemed relevant by the student's program committee (e.g., political science, communication).

#### ADDITIONAL PH.D. COURSEWORK (9 CREDITS)

- A minimum of 9 credit hours of coursework approved for graduate credit must be designated and approved by the student's Ph.D. committee.

#### SECOND YEAR PAPER (3 CREDITS)

- MKTG 600: In addition to their coursework, students must complete a second year paper. The second-year paper is a pass/fail, faculty-supervised independent research project involving an empirical study. Expectations are that the project will test research hypotheses using data gathered and analyzed by the student.

#### PH.D. RESEARCH CREDIT REQUIREMENTS (MINIMUM OF 32 CREDITS)

In addition to the research tool and field requirements, the Ph.D. in Business requires an additional body of research credits in preparation and development of the final dissertation. A minimum of 32 (800-level) research credits hours is required.

# Operations and Management Science

## PH.D. PROFESSIONAL DEVELOPMENT SEMINAR (1 CREDIT)

Students will take the one-credit college-wide professional development colloquium (BA 598) during their 1<sup>st</sup> year or as soon as possible when approved by the area coordinator.

## PH.D. TEACHING COURSE (3 CREDITS)

Students will take the 3-credit BA 596 teaching course, ideally in the fall of their second year.

## PH.D. RESEARCH TOOL REQUIREMENTS (12 CREDITS)

- Math 464—Linear Optimization
- Math 516—Numerical Simulations for Probabilistic Models
- Stat 443—Applied Probability
- Stat 556—Introduction to Statistical Theory
- Also Recommended: MgtOp 470—Business Modeling with Spreadsheets

## PH.D. MAJOR FIELD REQUIREMENTS (15 CREDITS):

- MgtOp 596—Doctoral Topics I
- MgtOp 596—Doctoral Topics II
- Choose at least three of the following, depending on background, research interest, and course availability:
  - MgtOp596—Doctoral Topics III
  - MgtOp516—Time Series
  - MgtOp519—Applied Multivariate Analysis
  - Math 548—Numerical Analysis
  - Math 553—Graph Theory
  - Math 555—Topics in Combinatorics
  - Math 564—Convex and Nonlinear Optimization
  - Math 565—Nonsmooth Analysis and Optimization with Applications
  - Math 566—Optimization in Networks
  - Math 567—Integer and Combinatorial Optimization
  - Math 574—Topics in Optimization
  - Stat 511—Statistical Methods for Graduate Researchers
  - Stat 512—Analysis of Variance of Designed Experiments
  - Stat 520—Statistical Analysis of Qualitative Data
  - Stat 530—Applied Linear Models
  - Stat 533—Theory of Linear Models

- Stat 536—Statistical Computing
- Stat 544—Applied Stochastic Processes
- Stat 548—Statistical Theory I
- Stat 549—Statistical Theory II
- Stat 572—Quality Control
- Stat 573—Reliability
- Mktg 593—Seminar in Research Design
- EconS 501—Microeconomic Theory I
- EconS 510—Statistics for Economists
- EconS 511—Econometrics I
- EconS 512—Econometrics II

### **ADDITIONAL PH.D. COURSEWORK (9 CREDITS)**

A minimum of 9 credit hours of coursework approved for graduate credit must be designated and approved by the student's Ph.D. committee.

### **PH.D. RESEARCH CREDIT REQUIREMENTS (MINIMUM OF 32 CREDITS)**

In addition to the research tool and field requirements, the Ph.D. in Business requires an additional body of research credits in preparation and development of the final dissertation. A minimum of 32 (800-level) research credits hours is required.

### **QUALIFYING EXAM**

In addition to the CCB progress requirements, students are required to pass a qualifying exam. The exam is typically taken in June after the first year of study. Only one retake is allowed, typically in the subsequent August. Students may be able to earn a waiver from certain portions of the exam, depending on their performance in Stat 443, Stat 556, Math 464, and MgtOp 470.

# APPENDIX A: INDEPENDENT RESEARCH PAPER APPROVAL FORM

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*The form below can be submitted to the CCB Ph.D. Program Office upon approval of the independent research paper (second year paper). It is not a formal Graduate School form.*

Ph.D. Student Name: \_\_\_\_\_

Major Field Area: \_\_\_\_\_

Paper Topic \_\_\_\_\_

\_\_\_\_\_

## SATISFIED AREA REQUIREMENTS

Date Approved: \_\_\_\_\_

## DISSERTATION COMMITTEE

	Name (Please Print)	Signature
Chair	_____	_____
Members	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____

# APPENDIX B: PH.D. WRITTEN EXAM EVALUATION/ASSESSMENT FORM

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The form below can be submitted to the CCB Ph.D. Program Office upon evaluation of the written field examination. It is not a formal Graduate School form.

Department: \_\_\_\_\_

Ph.D. Coordinator/Dept. Chair: \_\_\_\_\_

Student: \_\_\_\_\_

Date: \_\_\_\_\_

## EVALUATION OF INDIVIDUAL EXAM QUESTIONS AND OVERALL PERFORMANCE

Please use the following scale to summarize individual question scores on the exam and the overall exam performance. In the space below, please fill in the specific exam sections and question topics, modify the number of questions as needed, and record the scores.

- 4 Pass: Pass With Distinction
- 3 Pass Satisfactory Performance
- 2 Pass: Conditional Pass - Remedial Work Recommended/Required
- 1 Fail: Unsatisfactory Performance – Recommend 2nd Written Field Exam
- 0 Fail: Unsatisfactory Performance – Do Not Allow 2nd Written Field Exam

DAY 1 – SECTION _____ (e.g., Research Methods)		
Question Number	Question Topic	Score
1.		
2.		
3.		
Overall Section Score:		

DAY 2 – SECTION _____ (e.g., Theory)		
Question Number	Question Topic	Score
1.		
2.		
3.		
Overall Section Score:		



OVERALL EXAM PERFORMANCE:

OVERALL SCORE:

*REMEDIAL WORK REQUIRED (IF ANY):*

*DATE REMEDIAL WORK COMPLETED:*

# APPENDIX C: DISSERTATION PROPOSAL APPROVAL FORM

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The form below can be submitted to the CCB Graduate Programs Office on approval of a dissertation topic. It is not a formal Graduate School form.

Ph.D. Student Name: \_\_\_\_\_

Major Field Area: \_\_\_\_\_

Dissertation Topic \_\_\_\_\_

\_\_\_\_\_

## APPROVAL TO PROCEED:

Date Approved: \_\_\_\_\_

## DISSERTATION COMMITTEE

	Name (Please Print)	Signature
Chair	_____	_____
Members	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____

# APPENDIX D: ANNUAL REVIEW FORM

## Carson College of Business Ph.D. Student Annual Evaluation/Assessment Form

Note: It is expected that students sign this form every year to acknowledge that they have received an annual review. Signing the form does not mean that the student necessarily agrees with the form. Your student vita should be attached as well.

Student Name			
Program (Concentration)			
Date Started PhD Program			

Please evaluate the Ph.D. student based on the categories described below. Evaluations are required for the categories of 1) Program of study/coursework, 2) Teaching and Assistantship Performance, 3) Research Performance, and 4) Overall Performance. These evaluation forms need to be discussed with the student and signed by both the doctoral program coordinator and the student. Completed forms are to be signed and submitted to the Ph.D. Program Office in Todd 101E, by March 23<sup>rd</sup> of each academic year.

Evaluation rubric	
4	Excellent overall progress (recommend continuing with special recognition)
3	Satisfactory progress (recommend continuing in program)
2	Marginal progress (Academic probation which requires specific action plan and approval from department to continue. Will be brought to attention of GPPC.)
1	Unsatisfactory progress (Potential dismissal and/or required action plan and recommendation from department. Approval from the GPPC to continue in program is required.)

### 1) Program of Study/Coursework

Approved Credits Completed as of <b>xx/20xx</b> (exclude 702, 800 credits)		Cumulative GPA as of <b>xx/20xx</b>			
	Unsatisfactory	Marginal	Satisfactory	Excellent	
Performance in Coursework					

(GPPC must approve assistantship eligibility for all students below the min. cumulative GPA of 3.25.)

### 2) Teaching and Assistantship Performance

	Unsatisfactory	Marginal	Satisfactory	Excellent
2a) Assistantship Performance				
2b) Teaching Performance				

### 3) Research Performance

	Unsatisfactory	Marginal	Satisfactory	Excellent
Research Activities and Progress				

### 4) Overall Performance

	Unsatisfactory	Marginal	Satisfactory	Excellent
Summary				

(Students cannot remain in the overall “marginal” category for more than one evaluation period.)

### 5) Assistantship

Does your department recommend this student for an assistantship	No	Yes

---

**Review Comments**

Effort and energy toward program requirements (faculty perceptions of classroom performance, research-related activities beyond the classroom, general work ethic, and timely completion of program requirements):


Collegiality, professionalism and engagement with the department (essentially the ethical and social dimension of developing the student for an academic career):


Research potential (initiative toward and actual evidence of cooperative work with faculty members and/or colleagues, successful completion of doctoral seminars, understanding of relevant theories/methods, participation in department research activities, etc.):


Other general comments:


Department Signature & Date: \_\_\_\_\_

PhD Student Signature & Date: \_\_\_\_\_

Student Comments (if desired):


## APPENDIX E: ACADEMIC INTEGRITY

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All graduate students in the Carson College of Business (CCB) are expected and required to maintain the highest level of academic integrity. Section three of the Washington State University Student Handbook is included below and explains this commitment.

“As an institution of higher education, Washington State University is committed to principles of truth and academic honesty. All members of the university community share the responsibility for maintaining and supporting these principles. When a student enrolls in Washington State University, the student assumes an obligation to pursue academic endeavors in a manner consistent with the standards of academic integrity adopted by the university. To maintain the academic integrity of the community, the university cannot tolerate acts of academic dishonesty including any forms of cheating, plagiarism, or fabrication. Washington State University reserves the right and the power to discipline or to exclude students who engage in academic dishonesty.

All members of the university community share the responsibility of maintaining and supporting the following three principles:

1. The University has the duty to take action to preserve and transmit the values of the academic community. This is not only an important part of the educational mission in a broad sense, but also an essential precondition for transmitting knowledge and skills.
2. The faculty (here interpreted to include graduate students and others who have the responsibility of teaching classes) have the primary responsibility for creating a learning environment in which students are encouraged and expected to value integrity and behave honestly.
3. Upon accepting admission into the university, students are obligated to uphold standards of integrity. They are expected to actively encourage other students to abide by those standards and to report violations to university authorities.”

### PROGRAM GUIDELINES SPECIFIC TO PH.D. STUDENTS

Students in the Ph.D. program are advised to heed the following guidelines in preparing all course assignments, projects, and examinations:

Any written materials submitted as part of a graduate class assignment must represent the ideas of and must be written by the student or team submitting them. Anything other than that is considered as misrepresentation and dishonest and will be treated as “cheating” according to WSU’s academic policy.

Any information utilized from the Internet must be cited specific to the actual source. Internet references must not be used unless they are cited correctly and sufficiently to allow the reader to easily refer to the source.

Any direct quotes (or loosely rephrased statements) must reference the source (Internet or otherwise) with the use of quotation marks and page numbers as appropriate.

Each individual student is responsible for all team assignments submitted and should be confident that all sources (from all team members) have been cited appropriately.

Under no circumstance should an Internet source be downloaded and then edited (no matter how thorough the edit) as any part of your assignment or project. Unless of course it has been properly referenced as indicated in #2 above.

While use of outside research and resources is necessary and is encouraged, any work actually submitted for a class, or for publication, must represent the ideas and the writing of the student or team. Specific source quotes are certainly acceptable, but must be properly cited.

In addition to the academic standards for classes and examinations, Ph.D. students are expected to exhibit the highest standards of research ethics and integrity. Many of the same principles, such as plagiarism, apply to the research and publication process. If you have any question of what is or is not an acceptable practice, please check with your professor, committee chair, Ph.D. coordinator, or the Ph.D. Program Office.

## OVERVIEW OF ACADEMIC INTEGRITY PROCEDURES

The following is an excerpt from Part III: “Academic Integrity Standards and Procedures” of the “Washington State University Standards of Conduct for Students,” which contains the sections of the Washington Administrative Codes pertaining to academic dishonesty (WAC 504-26-010).

1. The University prohibits acts of academic dishonesty in order to foster the principles of truth and academic honesty. The academic integrity procedures used by the university are considered a part of creating an educational environment that does not award undeserved credit.
2. Settlement procedures, hearings, or appeals conducted as part of the academic integrity procedures are not subject to many of the constraints of criminal or civil hearings.

The purposes of the academic integrity procedures are as follows:

- a) to determine the facts about the allegation(s);
- b) to determine the responsibility of the accused student;
- c) to determine the appropriate penalty if the accused student is found responsible for a violation;
- d) to help any students found responsible for any violation of the academic integrity standards understand the negative impact of their actions;
- e) to educate the students, although sanctions can include temporary or permanent removal from the university.

Students involved in these procedures should expect to be treated fairly and go through the process in a timely manner.

A student’s mental state, or use of drugs or alcohol, that may have influenced a student’s behavior will generally not limit the responsibility of the student for his or her action.

## DEFINITIONS

1. **Academic Dishonesty.** Academic dishonesty includes cheating, falsification, fabrication, multiple submission, plagiarism, and abuse of academic materials, complicity, or misconduct in research, all of which are defined below.
2. **Cheating.** Cheating is the intentional use of, or attempt to use, unauthorized material, information, or study aids in any academic activity to gain advantage. Cheating includes, but is not limited to, communicating improperly with others, especially other students, during tests or the preparation of assignments for classes; copying from books, notes, or other sources during a test when this is not permitted; copying from another student's work (reports, laboratory work, computer programs, files, etc.); making improper use of calculators or other devices during a test; illegitimately procuring or using copies of current examinations; allowing a substitute to take an examination or write a paper for oneself.
3. **Falsification.** Falsification is the intentional and unauthorized alteration of information in the course of an academic activity. Falsification includes, but is not limited to, altering the record of data, experimental procedures, or results; falsely describing the source of information (e.g., reproducing a quotation from a book review as if it had been obtained from the book itself); altering academic records; altering a returned examination paper and then seeking a higher grade based on the result.
4. **Fabrication.** Fabrication is the intentional invention or counterfeiting of information in the course of an academic activity without proper authorization. Fabrication includes, but is not limited to, counterfeiting data, research results, information, or procedures with inadequate foundation in fact; counterfeiting a record of internship or practicum experiences; submitting a false excuse for absence or tardiness.
5. **Multiple Submission.** Multiple submission includes, but is not limited to, submitting the same paper or oral report for credit in two courses without the responsible instructor's permission; making minor revisions in a paper or report for which credit has already been received and submitting it again as a new piece of work.
6. **Plagiarism.** Plagiarism is knowingly representing the work of another, as one's own, without proper acknowledgment of the source. The only exceptions to the requirement that sources be acknowledged occur when the information, ideas, etc., is common knowledge. Plagiarism includes, but is not limited to, submitting as one's own work the work of a "ghost writer" or work obtained from a commercial writing service; quoting directly or paraphrasing closely from a source without giving proper credit; using figures, graphs, charts, or other such material without identifying the sources.
7. **Abuse of Academic Materials.** Abuse of academic materials occurs when a student intentionally or knowingly destroys, steals, mutilates, or otherwise makes inaccessible library or other academic resource material that does not belong to him or her. Abuse of academic materials includes, but is not limited to, stealing, destroying, or mutilating library materials; stealing or intentionally destroying another student's notes or laboratory data; hiding resource materials so

others may not use them; destroying computer programs or files needed in others' academic work; copying computer software in ways that violate the terms of the licensing agreement that comes with the software.

8. **Complicity in Academic Dishonesty.** A student is guilty of complicity in academic dishonesty if he or she intentionally or knowingly helps or attempts to help another or others to commit an act of academic dishonesty of any of the types defined above. Complicity in academic dishonesty includes, but is not limited to, knowingly allowing another to copy from one's paper during an examination or test; distributing test questions before the time scheduled for the test; collaborating on academic projects when students are expected to work independently; taking a test for another student; or signing a false name on a piece of academic work.
9. **Misconduct in Research.** Graduate and undergraduate students on research appointments for the university are responsible for compliance with the University's Policy and Procedural Guidelines for Misconduct in Research and Scholarship found in the Faculty Manual. Misconduct in research is treated as academic dishonesty.
10. **Responsible Instructor.** The responsible instructor in the academic integrity process is the person who assigns the grades, supervises students' work, or is responsible for teaching operations in the course of study in which the alleged violation occurred. The term "responsible instructor" can include, but is not limited to, instructors, graduate assistants, another instructor, and clinical supervisors. If the conduct does not relate to a particular course, the role of instructor for these procedures may be a department chair or academic advisor.

The Carson College of Business supports the "principles of academic integrity" specified in the Washington State University "Standards of Conduct for Students."

We invite you, as a CCB graduate student, to direct any definition or procedural question to the academic department or to the Ph.D. Program Office. More detailed explanations of policy and procedure can be found at:

***Washington State University "Standards of Conduct for Students"***

<https://guidebook.com/g/mc74yzhp/>

***Washington State University "Student Rights and Responsibilities," "Grievance Procedures," and "Good Practices"***

<https://gradschool.wsu.edu/policies-procedures/>



## Proposed Master of Science in Business Administration Degree Program Coursework Requirements

The proposed Master of Science in Business Administration (MSBA) degree includes 40 graduate credits, very much mirroring the first two years of the Ph.D. in Business Administration program at Washington State University. Thirty-six graded credits plus 4 credits of 702, representing the final project, comprise the program. The 36 graded credits are split into 12 credits of research tool requirements, 15 credits of major field requirements, and 9 credits of additional graduate coursework. Ph.D. research credits (800) *do not* count toward the Masters degree.

The Ph.D. in Business Administration is divided into seven distinct areas (concentrations). Specific courses often vary significantly depending on the concentration chosen. Students earning the MSBA will similarly follow quite different specific course paths, depending on which Ph.D. concentration they are enrolled in. But all paths follow the same framework of 36 graded credits plus 4 (pass/fail) credits for the final project.

The final “non-thesis” project (702) will often take the form of the “second-year paper” requirement of the Ph.D. program. However, upon approval from the student’s graduate committee, an alternative project may be completed. Examples could include an extensive literature review, a case write-up of a real company, or a real-world internship project with a sponsoring firm.

A sample Program of Study from the Operations & Management Science option is shown below. The Appendix details course options for all seven Ph.D. specializations.

### Sample MSBA program with a concentration in Operations & Management Science

Year	Fall	Spring
1	<ul style="list-style-type: none"> <li>• Stat 443—Applied Probability</li> <li>• Math 516—Numerical Simulations for Probabilistic Models</li> <li>• Math 516—Time Series</li> </ul>	<ul style="list-style-type: none"> <li>• Stat 556—Introduction to Statistical Theory</li> <li>• Math 464—Linear Optimization</li> <li>• Math 548—Numerical Analysis</li> </ul>
2	<ul style="list-style-type: none"> <li>• MgtOp 596—Doctoral Topics I</li> <li>• MgtOp 519—Applied Multivariate Analysis</li> <li>• BA 596—Seminar in Management Teaching</li> </ul>	<ul style="list-style-type: none"> <li>• MgtOp 596—Doctoral Topics II</li> <li>• Math 553—Graph Theory</li> <li>• Math 564—Convex and Nonlinear Optimization</li> <li>• MgtOp 702—Master’s Special Problems, Directed Study, and/or Examination</li> </ul>

**Appendix—Course Requirements by Field of Concentration**

<b>Concentration</b>	<b>Research Tool Requirements (12 credits)</b>	<b>Major Field Requirements (15 credits)</b>	<b>Additional Coursework (9 credits)</b>	<b>Project (4 credits)</b>
Accounting	<p><i>Behavioral Track</i></p> <ol style="list-style-type: none"> <li>Psych 511 or Stat 512</li> <li>Psych 512 or Stat 535</li> <li>Psych 513</li> </ol> <p>or <i>Archival Track</i></p> <ol style="list-style-type: none"> <li>Stat 535</li> <li>Fin 511</li> <li>Fin 512</li> </ol> <p>Plus one course from:</p> <ol style="list-style-type: none"> <li>Psych 514, Stat 533, Stat 514, MgtOp 519, Stat 530, MgtOp 516, Stat 556, Stat 536, MgtOp 596, PolS 503, Stat 512</li> </ol>	<ol style="list-style-type: none"> <li>Acctg 596—<i>Overview of Accounting Research</i></li> <li>Acctg 596—<i>Behavioral Accounting Research</i></li> <li>Acctg 596—<i>Archival Data Research</i></li> <li>Mktg 593</li> <li>Approved Elective Course</li> </ol>	3 Electives	Acct 702
Finance	<ol style="list-style-type: none"> <li>Fin 510</li> <li>Fin 511</li> <li>Fin 512</li> </ol> <p>Plus one course from:</p> <ol style="list-style-type: none"> <li>Stat 530, MgtOp 516, Math 548, Stat 556, Stat 536, MgtOp 519, Stat 522, MgtOp 596, Mktg 593</li> </ol>	<ol style="list-style-type: none"> <li>Fin 596 I</li> <li>Fin 596 II</li> <li>Fin 596 III</li> <li>Approved Elective Course</li> </ol> <p>Plus one course from:</p> <ol style="list-style-type: none"> <li>Stat 530, MgtOp 516, Math 548, Stat 556, Stat 536, MgtOp 519, Stat 522, MgtOp 596, Mktg 593, Fin 496</li> </ol>	3 Electives	Fin 702
Hospitality & Tourism Mgmt	<ol style="list-style-type: none"> <li>Psych 511, Stat 507, Stat 512, or Soc 522</li> <li>Psych 512, Soc 521, Stat 530, Stat 533, Stat 535, EconS 511, or EconS 512</li> <li>Psych 514 or Stat 520</li> <li>BA 596, Mktg 594, Stat 519, MgtOp 519, MgtOp 591, or Psych 516</li> </ol>	<ol style="list-style-type: none"> <li>HBM 591</li> <li>HBM 592</li> <li>Mktg 593</li> </ol> <p>Plus two courses from:</p> <ol style="list-style-type: none"> <li>4&amp;5. Fin 596, MgtOp 516, HBM 581, IBUS 580, Mgmt 597 (OB), Mgmt 597 (OT), Mgmt 597 (Strategy), MIS 572, MIS 574, MIS 582, Mktg 590, Mktg 591, Mktg 592</li> </ol>	3 Electives	HBM 702
Management	<ol style="list-style-type: none"> <li>Psych 511, Stat 507, or Stat 512</li> <li>Psych 512, Soc 521, Soc 522, Stat 530, EconS 511, EconS 512, MgtOp 591, BA 596, or Mktg 594</li> <li>Psych 514 or Psych 516</li> <li>MgtOp 519, Stat 520, EdPsych 572, COM 580, MgtOp 516, or Stat 536</li> </ol>	<ol style="list-style-type: none"> <li>Mktg 593</li> <li>Mgmt 594</li> <li>Mgmt 595</li> <li>Mgmt 599</li> <li>Mgmt 584, Mgmt 597, or Approved Elective Course</li> </ol>	3 Electives	Mgt 702

Marketing	<ol style="list-style-type: none"> <li>1. Psych 511, Stat 507, Stat 512, or Soc 522</li> <li>2. Psych 512, Soc 521, Stat 530, EconS 511, or EconS 512 MgtOp 591,</li> <li>3. Psych 514</li> <li>4. MgtOp 519 or Stat 520</li> </ol>	<ol style="list-style-type: none"> <li>1. Mktg 590</li> <li>2. Mktg 591</li> <li>3. Mktg 592</li> <li>4. Mktg 593</li> <li>5. Mktg 565 or other Approved Elective Course</li> </ol>	3 Electives	Mktg 702
MIS	<ol style="list-style-type: none"> <li>1. Psych 511, Stat 512, Stat 530, Stat 507, or Soc 522</li> <li>2. Psych 512, Soc 521, Stat 513, Stat 533, Stat 535, EconS 511, or EconS 512</li> <li>3. Psych 514, Stat 520, or EdPsy 576</li> <li>4. Psych 516</li> </ol>	<ol style="list-style-type: none"> <li>1. Mktg 593</li> </ol> Plus four courses from: 2–5. MIS 595, MIS 596, MIS 597, MIS 598, and MIS 599	3 Electives	MIS 702
Operations & Mgmt Science	<ol style="list-style-type: none"> <li>1. Math 464</li> <li>2. Math 516</li> <li>3. Stat 443</li> <li>4. Stat 556</li> </ol>	<ol style="list-style-type: none"> <li>1. MgtOp 596 (I)</li> <li>2. MgtOp 596 (II)</li> </ol> Plus three courses from: 3–5. MgtOp 596 (III), MgtOp 516, MgtOp 519, Math 548, Math 553, Math 555, Math 564, Math 565, Math 566, Math 567, Math 574, Stat 511, Stat 512, Stat 520, Stat 530, Stat 533, Stat 536, Stat 544, Stat 548, Stat 549, Stat 572, Stat 573, Mktg 593, EconS 501, EconS 510, EconS 511, or EconS 512	3 Electives	MgtOp 702

## Table of Contents

1	Welcome.....	3
	Introduction.....	4
2	CCB Ph.D. Program Requirements.....	5
2.1	English Proficiency.....	5
2.2	Program Committee.....	6
2.3	Official Program of Study.....	7
2.4	Program Requirements.....	7
2.5	Coursework Grading Standards.....	9
2.6	Independent Research Paper.....	9
2.7	Written Field Examination.....	10
2.8	Preliminary Oral Examination.....	11
2.9	Dissertation Committee.....	12
2.10	Dissertation Proposal Defense.....	13
2.11	Final Dissertation Oral Examination.....	13
2.12	CCB Ph.D. Program Normal Progress.....	15
3	Master Science in Business Administration.....	16
4	Ph.D. Student Evaluation Policy.....	TBD
3.1	WSU Graduate School Evaluation Policy.....	TBD
3.2	CCB Ph.D. Programs Evaluation Policy.....	TBD
3.3	Dismissal from the Program.....	TBD
5	Ph.D. Student Appeal Process.....	TBD
4.1	Individual Classes and Seminars.....	TBD
4.2	Program Requirements and Deadlines.....	TBD
6	Assistantship Appointments.....	TBD
5.1	Assignments and Hours.....	TBD
5.2	Teaching Requirements.....	TBD
5.3	Assistantship Performance.....	TBD
7	Major Area Program Requirements.....	TBD
	Accounting.....	TBD
	Finance.....	TBD
	Hospitality and Tourism Management.....	TBD
	Information Systems.....	TBD
	Management.....	TBD
	Marketing.....	TBD
	Operations and Management Science.....	TBD
Appendix A:	Independent Research Paper Approval Form.....	TBD
Appendix B:	Written Field Examination Approval Form.....	TBD
Appendix C:	Dissertation Proposal Approval Form.....	TBD
Appendix D:	Ph.D. Student Annual Evaluation Form.....	TBD
Appendix E:	Academic Integrity.....	TBD