

Ph.D. Program in Business

Policies & Procedures

Program Requirements
Fall 2006



Table of Contents

1	Introduction	3
2	CB PhD Program Requirements	4
2.1	English Competency Exam	4
2.2	Program Committee	4
2.3	Official Program of Study	4
2.4	Grading Standards	6
2.5	Independent Research Paper	8
2.6	Written Field Examination	8
2.7	Preliminary Oral Examination	9
2.8	Dissertation Committee	10
2.9	Dissertation Proposal Defense	11
2.10	Final Oral Examination	11
2.11	CB PhD Program Normal Progress	13
3	Ph.D. Student Evaluation Policy	14
3.1	WSU Graduate School Evaluation Policy	14
3.2	CB PhD Programs Evaluation Policy	15
3.3	CB PhD Program Minimum Progress Standards	16
3.4	Dismissal From the Program	17
4	Ph.D. Student Appeal Process	18
4.1	Individual Classes and Seminars	18
4.2	Program Requirements and Deadlines	18
5	Assistantship Appointments	20
5.1	Assignments	20
5.2	Hours	20
5.3	Teaching Requirements	20
5.4	Commencement of Assistantship Duties	20
5.5	Assistantship Performance	20
6	Ph.D. Program in Business Admission Requirements	21
6.1	Ph.D. Program Admission Requirements	21
	Appendix A: Annual Ph.D. Student Evaluation Form	23
	Appendix B: Dissertation Proposal Approval Form	25
	Appendix C: Academic Integrity	26
	Appendix D: Department and Major Area Program Requirements	31
	Accounting	31
	Finance	34
	Management and Operations	36
	Management Information Systems	39
	Marketing	43
	Hospitality Business Management	44

Section 1: Introduction

The Doctor of Philosophy program in Business Administration at Washington State University is intended to prepare 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 designed to be sufficiently flexible to allow the student to pursue an individual course of study tailored to his or her research and teaching interests. The Ph.D. programs in the College of Business are relatively small in size. 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.

Doctoral study at Washington State University provides an excellent opportunity for interactions with our research faculty and with other Ph.D. students in an atmosphere of intellectual exploration. This opportunity is greatly enhanced by the direction and support of a selected faculty committee. A temporary advisor is appointed at the time of initial enrollment to assist in course selection and program planning and students are then encouraged during their first year of study to solicit faculty members to serve on their program committees

These interactions are intended to develop a student's understanding of the research and teaching process, as well as the collegiality and professionalism expected of a future faculty member. Students are expected to exhibit individual initiative and the ability to work independently without close supervision. At each stage of their program, students will be evaluated on their academic and research progress, along with their interactions with faculty members, staff and students.

For Ph.D. students in business, who have completed the M.B.A, or a masters degree in a business discipline, the program is designed to be completed in four years of full time residence study, including summers. The Ph.D. in business consists of eight major stages.

- Basic Business Core Courses
- Research Methods and Analysis Courses
- Major & Supporting Areas Courses
- Individual Research Paper
- Written Field Exam
- Preliminary Oral Exam
- Dissertation Proposal
- Dissertation Defense

Detailed descriptions of the university policies and procedures that pertain to the Ph.D. program may be found in Section 5 of the Graduate School Policies and Procedures Manual. It is the student's responsibility to familiarize themselves with the contents of this document.

The Graduate School Policies and Procedures manual is available for download on line at the Graduate School web page:<http://www.gradsch.wsu.edu/policiesprocedures.html>.

Information on W.S.U. Ph.D. program requirements, timelines and graduate school forms can be found at <http://www.gradsch.wsu.edu/studentrequire.htm>.

Section 2: CB Ph.D. Program Requirements

As a student progresses through the program they are evaluated in a number of ways. Each year the departmental faculty will prepare a formal evaluation of the student's progress and performance. In addition to these annual evaluations, there are a number critical steps that must be successfully accomplished by the student.

These timelines and requirements are enforced by the Graduate Program Policy Committee (GPPC). The GPPC is a faculty committee charged with the responsibility of overseeing the conduct of the business graduate programs in the College of Business. Representatives from each academic department are elected by the faculty of that department. One at-large representative is also elected by the college faculty. Any exceptions to the policies and procedures, or extension of deadlines, outlined in this document must be formally petitioned by the academic department, or program, and officially approved by the GPPC. The GPPC will then forward its recommendation to CB Graduate Office, and where appropriate, to the W.S.U. Graduate School for final approval.

Students must meet all WSU, CB and departmental 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 department requirements. They should obtain a copy of their departmental Ph.D. program manual, from the department Ph.D. program coordinator.

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 the student 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 Exam

Each international student, on assistantship appointment, who is from a country where English is not the native language, must pass, at level 2 or better, an English Proficiency Exam given through the Office of International Programs. They must do so before the end of their second semester in the program to be eligible to retain their assistantship. Upon completion of this requirement a copy of the test report will be sent to the CB Graduate Program Office for inclusion in the students file. The purpose of this requirement is to insure 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 duties that put him or her in contact with undergraduate students.

2.2 Program Committee

A temporary advisor will be appointed by the major department, or academic area, at the student's initial enrollment to assist in his or her initial course selection and program planning. Students normally will solicit faculty members at the end of the first year to form a program committee.

When forming a program committee Graduate School procedures should be followed and the appropriate forms signed and filed with the CB Graduate Program Office. The responsibility and prerogative to choose a Ph.D. level qualified 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 their Ph.D. programs.

The student's committee chair must be academically qualified at the Ph.D. level, and must represent the major field area in which the student plans to specialize. The remainder of the student's Ph.D. committee is to be jointly formed on agreement between the student and his or her committee chairperson. The committee must include at least two additional Ph.D. qualified faculty members, one of whom is recommended to be from a supporting field area. Committee members from outside the CB are limited to those faculty members who are considered qualified for Ph.D. committees by their home departments. This qualification should be determined by the student's dissertation committee chair prior to appointing an outside member to the committee.

This committee has the responsibility of approving the student's program of study, directing the student's progress, and participating in the written field and Preliminary Oral Exams. A list of Ph.D. level academically qualified faculty members can be obtained from each department chairperson.

In a majority of cases, members of a student's program committee will continue on as the dissertation committee. The same faculty members are usually willing to serve both functions, but are not required to do so. Students, in consultation with the existing committee, and other faculty members, may make changes in their program committee if they, or the committee members, feel such changes are necessary to support their proposed program.

A detailed description of the university policies and procedures that pertain to the Ph.D. program committee may be found in Section 5.4 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 major department'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 chair of the major department. The department chair may designate this responsibility to departmental Ph.D. program coordinator.

The program of study should be prepared and submitted by the Ph.D. student on forms provided by the Graduate School 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 Section 5.5 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 (Section 2.4).

A total of 72 credit hours, of which 42 credits must be graded coursework, are required for the Ph.D. program in business. (See Appendix D)

Ph.D. In Business Administration

Ph.D. Foundation Requirements

Entering Ph.D. students must have received a baccalaureate and a master's degree in business (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 CB Office of Graduate Programs in consultation with the major department.

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

Operations Management	MgtOp. 340
Survey of Marketing	Mktg. 360
Survey of Accounting	Acctg. 230 & 231
Financial Management	Fin. 325
Managerial Economics	Econ. 301

**As each individual's record is reviewed at admission, specific foundation courses may be waived if recommended by the major department Ph.D. coordinator and approved by the department chair.*

Ph.D. Professional Development Seminar (1 credit)

Each new Ph.D. student will take the College of Business Professional Development seminar their first Fall semester.

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 area. Transfer credits from other graduate programs will be considered on an individual basis.

Ph.D. Major Field Requirements (minimum of 15 credits)

Program requirements in this area are intended to 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 area.

Ph.D. Supporting Field Requirements (minimum of 15 credits)

Program requirements in supporting fields are to be selected from one or more related areas. A minimum of fifteen (15) credit hours of graded coursework approved for graduate credit must be designated and approved by the student's Ph.D. committee.

Additional Ph.D. Coursework Requirements (minimum of 6 credits)

All Ph.D. students must complete the above requirements plus an additional six (6) credit hours. These additional credits can be designated classes or specific study credits (independent readings) when approved by the student's Ph.D. committee.

Ph.D. Research Credit Requirements (minimum of 24 credits)

In addition to the research tool and field requirements, the Ph.D. in Business requires an additional body of research credits in the preparation and development of the final dissertation. A minimum of 24 (800 level) research credit hours is required.

2.4 Ph. D. in Business 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	Exceptional mastery of the course. Excellent progress toward competency in the research tool or field concepts.
A-	Mastery of the course. Good progress towards competency.
B+	Command of the course. Normal progress towards competency.
B	Satisfactory performance in the course.
B-	Minimal competency in the course. Performance must improve significantly to reach normal progress towards competency.
C+ & below	Unsatisfactory performance in the course. Need substantial effort to return to normal progress towards competency in the research tool or field concepts. Course must be repeated for grades below C to receive credit.

For continuation in the Ph.D. program and for reappointment as a graduate assistant (T.A., R.A., etc), 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 a 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. coordinator and the student's program committee, and should include specific courses and the expected level of performance. This plan must be signed by the student, and be submitted to the GPPC, along with the department's request for an exception.

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

Should a student's GPA fall below a 3.00 the department must submit a request to the GPPC that the student be placed probation. However, this request must also be approved by the Graduate School. A detailed description of the university policies and procedures that pertain to the Ph.D. program committee may be found in Section 5.4 of the Graduate School Policies and Procedures Manual.

Under normal circumstances a student will only be allowed one semester on probation. Students may not maintain a cumulative GPA of below 3.00 for more than one semester, or receive a grade below "B" ("B- or lower) in three or more courses.

2.5 Area Research Paper

Each student is expected to complete a substantial research paper during the second year of course work. The student should select a reading committee chaired by a Ph.D. qualified faculty member in the major area of study. A second committee member must also be a academically qualified at the Ph.D. level, but 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.

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

2.6 Written Field Examination

Each student must take and pass a Written Field Exam in the student's area of concentration. The major department and the program committees of the students taking the field exam are responsible for the preparation and administration of the exam.

It is expected that the student will take the Written Field Exam in the fifth semester of study (or in the case of Accounting or Finance, the 6th semester). The Written Field Examination should be scheduled after the completion of substantially all of program coursework.

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. Guidelines and reading lists are on file with each department and must be reviewed for specific field examination requirements established by the department. It is also suggested that students discuss preparation for the exam with their program committee and all faculty members in the major department.

The written exam will require a minimum of six hours and maximum of 12 hours to be scheduled over no more than three consecutive days. No more than six hours may be scheduled in any single 24 hour period. The written exam will be administered as a closed book, closed note exam (no outside materials or resources on paper or electronic).

Written Field Exams will be written and graded by each student's Ph.D. committee along with any department faculty member who is academically qualified at the Ph.D. level and chooses to participate. At least two qualified faculty members in the major area will read each individual Written Field Exam question. When more than one student sits for the same examination their names will be removed from their answers prior to grading by the faculty.

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 following interpretation of grades may be helpful:

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

An overall grade will be discussed by the student's Ph.D. committee along with the department chair, or Ph.D. coordinator, and assigned to the exam. This grade will be communicated to the CB graduate 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 those faculty that grade each question. Students are encouraged to discuss their exam performance with each faculty member who participated in the examination process.

A "3" or "4" 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 "2" 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 "1" is a fail, but the committee and department faculty will recommend specific areas of study for the student and allow the scheduling of a repeat exam. Only one repeat of the exam will be allowed.

A "0" indicates unacceptable performance and the student will be ineligible for continued enrollment

Should a student fail to pass the exam, at the discretion of the program committee and department, a second attempt may be scheduled. Only one retake of the Written Field Exam will be allowed. In order to allow the student sufficient time to prepare, at least three months must elapse between a first written examination and the scheduling of a second attempt. While a student may have had an acceptable level of performance on some topics and/or questions, the second exam may contain any or all of the topics described above. The content of a second Written Field Exam will be determined by the department faculty, and the student's program committee.

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 department who participated in the grading of the exam.

The written exam is normally scheduled early in the fifth or sixth semester of study. 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 the express written permission from the department. Students must have passed the Written Field Exam prior to the end of the seventh semester.

2.7 Preliminary Oral Examination

The Preliminary Oral Examination is normally scheduled in the fifth or sixth semester. This examination may not be scheduled until the Written Field Examination has been passed. The Preliminary Oral Exam should be scheduled by the Graduate School at least 10 working days before the examination is held.

The major department and the student's program committee are responsible for the preparation and administration of the exam. The Preliminary Oral Exam will be conducted by each student's Ph.D. program committee. Other Ph.D. level qualified faculty members may participate and vote. It will be conducted in accordance with the procedures in section 5.6 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, between August 15th and May 15th. It may not be scheduled during the summer without the express written permission from the department. Should a student fail to pass the exam, at the discretion of the student's program committee, a second attempt may be scheduled. The content of the second Preliminary Oral Exam will be determined by the department faculty and student's program committee, and may contain any or all of the topics described above.

For the protection of the student all second attempts will be video taped. Only one retake of the preliminary oral will be allowed. In addition, a representative from the Graduate Mentor Academy and a member of the CB GPPC 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 Section 5.6 of the Graduate School Policies and Procedures Manual

2.8 Dissertation Committee

The responsibility and prerogative to choose a Ph.D. level academically qualified 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 research paper and other departmental activities. Students should start to discuss their ideas for a dissertation topic and the make up of the dissertation committee with faculty prior to the beginning of their third year. In some instances the student's program committee members will continue on as the dissertation committee. If the student wishes to present their dissertation proposal during the Preliminary Oral Examination they need to form their dissertation committee prior to scheduling of the exam. In cases where they do not include the dissertation proposal in the preliminary oral, they must form their 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 be academically qualified at the Ph.D. level, and must represent the major field area which will grant the degree. The committee must include at least two additional qualified faculty members, one of whom is recommended to be from a supporting field area. Committee members from outside the CB are limited to those faculty members who are considered qualified for Ph.D. committees by their home departments. This qualification should be determined by the student's dissertation committee chair 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. Committee members will usually not be willing to write letters of recommendation until the dissertation proposal has been successfully defended.

Additional information on the university policies and procedures that pertain to the Ph.D. dissertation and dissertation committee may be found in Section 5.8 of the Graduate School Policies and Procedures Manual

2.9 Dissertation Proposal Defense

Each student must defend their dissertation proposal in either a public oral presentation to their major department or during their Preliminary Oral Examination. Specific requirements for the content of the dissertation proposal will be provided to the student by his or her dissertation committee. This presentation is conducted by the department and is scheduled with the concurrence of the student's dissertation committee. This proposal defense is usually scheduled in the fifth or sixth semester of study after passing the written field and Preliminary Oral Examinations. The proposal defense must be scheduled between August 15th and May 15th. The proposal defense may not be scheduled during the summer without the express written permission from the department. The committee will notify the CB graduate program office in writing when they have approved the proposal. Forms are available from the graduate program office. (See Appendix B)

Should the student fail to pass on the first attempt, with the concurrence of the dissertation committee, a second attempt may be scheduled. For the protection of the student all second attempts will be video taped. Two attempts will be allowed for the defense of the dissertation proposal.

2.10 Final 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.

It is expected that a student will successfully defend their dissertation in the eighth semester of study. Students continuing beyond the fourth year must submit a written "plan" outlining the specific steps required to complete and defend the final dissertation. This action plan must be approved by the student's dissertation committee and major department chair.

Students should begin this process as early as possible as the Final Oral Examination must be scheduled and submitted to the Office of Graduate Programs in Business 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 www.gradsch.wsu.edu/dates.htm. Copies of forms and guidelines for the dissertation format can be found at <http://www.gradsch.wsu.edu/forms.htm>. The dissertation defense may be scheduled during the Fall or Spring semesters. It may be scheduled during Summer terms with the express approval of the department 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.

The Final Oral Exam will be conducted by each student's Ph.D. dissertation committee. Other Ph.D. level qualified faculty members faculty 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 department, a second attempt may be scheduled. This second attempt must be scheduled between August 15th and May 15th. It may not be scheduled during the summer.

For the protection of the student all second attempts will be video taped. In addition, a representative from the Graduate Mentor Academy and a member of the CB GPPC will attend all second attempts at the Final Oral Exam.

Should a student fail to successfully defend their dissertation on the second attempt, they will be subject to dismissal from the program.

The final dissertation must be completed and publicly defended before graduation. Graduate School requires that the final defense be finished within three years of completing the Preliminary Oral 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 Section 5.9 and 5.10 of the Graduate School Policies and Procedures Manual

2.11 CB 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	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th
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
9 to 12 credits of advisor-approved coursework completed per semester	X	X	X	X				
Formal review by program faculty members must be conducted annually.		X		X		X		X
Evaluation form must be completed and signed by designated faculty and Ph.D. student each year.		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.					X			
The Preliminary Oral Exam passed officially through Graduate School. ¹					X			
The dissertation committee formed and approved through Graduate School.					X			
The dissertation proposal defended and approved by the Ph.D. committee.						X		
Final Oral defense of the dissertation. ²								X

¹ Students in Accounting or Finance will normally complete their written and oral exams in the 6th semester

² Students continuing beyond the fourth year must submit a written “plan” outlining the specific steps required to complete and defend the final dissertation. This action plan must be approved by the student’s Ph.D. committee, endorsed by the department and approved by the GPPC.

Section 3: Ph.D. Student Evaluation Policy

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 be in compliance with the Graduate Student Code which can be found at: <http://www.gradsch.wsu.edu/code.htm>.

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 department or area Ph.D. coordinators, and other faculty members on a regular basis. Where it is felt by a majority of the major department faculty that a student's performance is such that they would not be able to successfully complete the degree, or that they are not suited to an academic career, they should be dismissed as early in their program as possible.

The policies and procedures for the evaluation of Ph.D. students are established by the Graduate School. Additional requirements have been established by the College of Business Graduate Program Policy Committee.

3.1 WSU Graduate School Evaluation Policy

All Ph.D. students in the College of Business (CB) 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, course work, research proposals and all examinations required of the department 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, in section 6.2 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 CB Ph.D. Programs Evaluation Policy

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

These timelines and requirements are established and enforced by the Graduate Program Policy Committee (GPPC). 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 GPPC. The GPPC will then forward its recommendation to Graduate School for final approval.

All CB departments and programs 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	Year One	Year Two	Year Three	Year Four	Each Year After
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 department faculty. Students must also be in compliance with the Graduate Student Code. At the end of each year the department 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 A. Students who have not met these minimum acceptable progress and/or professionalism requirements, or do not receive the support of the department faculty are subject to dismissal from the Ph.D. program

The requirements spelled out in Table 3, constitutes minimum acceptable progress required to remain in the program. These are not considered satisfactory or normal progress toward the degree (see Table 1) and meeting these minimum requirements will not guarantee continuation in the program.

3.3 CB Ph.D. Program Minimum Progress Standards

The standards for Ph.D. student evaluation and assessment are outlined more fully in the chart below. They represent the minimum acceptable progress toward a degree.

Table 3: Minimum Acceptable Progress By Semester	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th
International students on appointment must pass the English Proficiency Exam through the Office of International Programs in their first year		X						
Cumulative GPA above 3.25 must be maintained in all approved classes.	X	X	X	X	X	X	X	X
15 credits of advisor-approved coursework must be completed in each of the first two years.		X		X				
Formal review by program faculty members must be conducted annually.		X		X		X		X
Evaluation form must be completed and signed by designated faculty and Ph.D. student each year.		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.							X	
The Preliminary Oral Exam passed officially through Graduate School.							X	
The dissertation committee formed and approved through Graduate School.							X	
The dissertation proposal defended and approved by the Ph.D. committee.								X
Plan for completion of dissertation and Final Oral within 3 years of Preliminary Oral Exam approved by dissertation Committee ¹								X

¹ Students continuing beyond the fourth year must submit a written “plan” outlining the specific steps required to complete and defend the final dissertation. This action plan must be approved by the student’s Ph.D. committee, endorsed by the department and approved by the GPPC.

3.4 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 minimum acceptable progress toward the degree, (please see Table 3).

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 the Graduate Student Code (<http://www.gradsch.wsu.edu/code.htm>).

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 CB 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 matter is not resolved by the department chair, the student may drop the matter or take it to the chair of the CB Graduate Program Policy Committee (GPPC).
- Step 3: At this point the student should discuss the issue with the chair of the CB GPPC or the Director of Graduate Programs.
- If the issue cannot be resolved at this point the student may choose to drop matter or take it to the dean of the CB.
- Step 4: The student can next discuss the issue with the dean of the CB.
- Should the problem not be resolved at the CB level, the student should follow the appeal procedures found in the Graduate Student Guide at:
<http://www.gradsch.wsu.edu/code.htm#Adjudication>.

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 CB 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 CB policies, procedures or program requirements, but must make a recommendation to the GPPC for such exceptions.

If the matter is not resolved by the department chair, the student may drop the matter or take it to the chair of the CB Graduate Program Policy Committee (GPPC).

Step 3: At this point the student should discuss the issue with the chair of the CB GPPC or the Director of Graduate Programs. The GPPC will evaluate the case to insure that the policies and procedures of the CB 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 GPPC unless requested and approved by the major department.

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

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

Should the problem not be resolved at the CB level, the student should follow the appeal procedures found in the Graduate Student Guide. The university policies and procedures for exceptions to Ph.D. program policies are spelled out in Section 1.8 of the Graduate School Policies and Procedures Manual. More information on the university appeals process can be found in the Graduate Student Code at: <http://www.gradsch.wsu.edu/code.htm#Adjudication>.

Section 5: Assistantship Appointments

The College of Business limits assistantship funding to four years. The initial funding at admission is not guaranteed for four years. To retain funding, the student must maintain a satisfactory level of performance in assistantship duties, course work, research and general progress toward completion of the degree and the specific recommendation of the department. A detailed description of the university policies and procedures that pertain to the Ph.D. student assistantship appointments may be found in Section 2.7 of the Graduate School Policies and Procedures Manual

5.1. Assignments

Assistantship assignments are made by the department head, with input from the Ph.D. Program Coordinator 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. During the third and fourth years the student will be given the opportunity to teach at least one class, and depending on interest and performance may be assigned more course responsibility. All doctoral students are required to teach at least one class during their program of study.

5.2. Hours

Assistantship positions are 20 hours per week. An assistantship can focus on either assisting a faculty member in the conduct of a course, independent course responsibility or assisting a faculty member in the conduct of academic research. In many cases a combination of duties will be assigned over the course of the program.

5.3. Teaching Requirements

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

5.4. Commencement of Assistantship Duties

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 15th for Fall Semester and January 10th for Spring Semester.

5.5 Assistantship Performance

A teaching or research assistant is expected to provide conscientious, competent and effective performance of his or her assigned duties. They will be evaluated by their 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 students overall performance in the Ph.D. program.

Section 6: Ph.D. Program in Business Admission Requirements

The admissions standards described below represent the minimum level of qualification needed for admission. Admissions are competitive and many times those applicants who do not significantly exceed the minimum qualifications will not be selected for admission. More information on the admission requirements and process can be found on the Graduate School home page (<http://www.gradsch.wsu.edu/howtoapply.htm>)

Minimum Qualifications for Admission must be met by all applicants for admission, unless appeal for an exception is made by the department to the GPPC and is granted by the GPPC prior to admission. These minimums apply to all W.S.U. campuses and are effective for admission in Fall Semester 2003 and thereafter.

The grade point average (GPA) used for admission to the graduate program is determined by the W.S.U. Graduate School Office. It is based on the most recent 60 graded credit hours (90 quarter hours) or the most recent 12 graded graduate credit hours. Detailed information on the Graduate School policies for the calculation of admissions GPA can be found in section 2.3 of the Graduate School Policies and Procedures Manual (<http://www.gradsch.wsu.edu/2001polproc.htm>).

6.1 Ph.D. Program Admission Requirements

Personal or telephone interview by a W.S.U. faculty member, or proxy selected by the department, is required for all non-native English speakers considered for assistantships. A brief memo detailing the interview should be placed in the student's admission file. An interview is recommended for all non-native English speakers considered for admission. English language proficiency may be used as a factor in the selection process. The TOEFL is required for all applicants from countries where English is not the primary language. A waiver of the TOEFL requirement will be given to any student who has received an in-residence degree from an English speaking school within two years of their intended enrollment at Washington State University. The requirement for a TOEFL score for other applicants can only be waived by the GPPC, and will require a request for waiver from the department, and at a minimum, the report of a personal or phone interview.

Ph.D. In Business Administration

1. Minimum Index Score of 1250
Index = [GMAT] + [200*GPA]

Where: GMAT = Aggregate Total GMAT Score
GPA = Grade Point Average

2. Minimum GPA of least a 3.0
3. Minimum TOEFL Score of 580/237
4. Most successful applicants have GMAT scores exceeding 550.

While it is recognized that GMAT and GRE scores are not exactly equivalent, GRE scores may be accepted at the request of the department. The GRE score will be used to estimate a GMAT score for use in the admissions index using the table below:

<u>GRE Percentile</u>	<u>Estimated GMAT Score</u>
96-100	700+
91-95	680-700
86-90	650-680
81-85	630-650
76-80	600-630
71-75	580-600
66-70	560-580
61-65	550-560
56-60	530-550
51-55	520-540
46-50	500-520

GRE scores below 46th percentile will not be accepted as a substitute for the GMAT

Verbal and Quantitative GRE score percentiles will be used to estimate a total GMAT score with equal weight on verbal and quantitative.

For example: An individual has a 80 percentile GRE verbal score and a 60 percentile GRE quantitative score. The average percentile of the two scores would be 70. This would result in an estimated GMAT score of 580 which would be used in the admission index.

APPENDIX A:

Chair

CB Annual PhD Student Evaluation Form

To fulfill Graduate School requirements and to assess the progress of our PhD students, the following form must be completed annually. These evaluation forms need to be discussed with the student and signed by both the program advisor and the student. Completed forms are to be signed and submitted to the CB Graduate Programs Office by June 15th of each academic year.

Evaluations of students who are not making adequate academic progress (on track to complete the program in 4 years) must be presented to the Graduate Programs Policy Committee (GPPC) for review. Funding may not be given beyond 8 semesters without written approval of the GPPC. To request support of a PhD student beyond the 8th semester, please contact the GPPC via Don Stem.

Student Name:		Date Started PhD Program:	
Program/Dept.		Date Eval Sent to Dept.	
Cumulative GPA as of Spring of evaluation year		Advisor Approved Credits Completed as of Spring of evaluation year (excluding 702 or 800 credits)	

Assistantship Performance (as per ta eval for Spring of evaluation year)	See attached PhD progress sheet (If no info, eval not yet received by graduate programs)	Teaching Performance (mark one)	Excellent	Good	Satisfactory

Each year, faculty members are required to meet and discuss the progress of all PhD students.

From these faculty discussions and the evaluation information specified in the second page of this form, the program faculty offers the following “overall evaluation” of the PhD student noted above (please select one):

<input type="checkbox"/>	Excellent overall progress (recommend continuing with special recognition)
<input type="checkbox"/>	Satisfactory progress (recommend continuing in program)
<input type="checkbox"/>	Marginal progress (academic probation which requires specific action plan and approval from department/program to continue)
<input type="checkbox"/>	Unsatisfactory progress (required action plan and recommendation from department and approval of GPPC to continue in program)

Does your department/program recommend this student for assistantship	Yes	No

- ◆ The Graduate Programs Policy Committee must approve, in writing, the “eligibility for assistantship” of all students below the minimum cumulative GPA of 3.25.
- ◆ Students will not be allowed to remain in the marginal category for more than one evaluation period.
- ◆ The Graduate Programs Policy Committee must approve all recommendations to continue in the program for students that have “unsatisfactory” overall ratings.
- ◆ Assistantship assignments in the PhD program require the specific affirmative vote of the faculty.

Faculty Review

From information gathered throughout the year and from current faculty member discussions, the student's committee chair or academic advisor should complete the following evaluation data.

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.):

After the program faculty members have completed this form, it must be discussed with the student and both the faculty advisor and the student must sign to show that these data have been shared with the student. This form must then be forwarded to the Graduate Programs Office for filing.

Any overall evaluations below satisfactory will be brought to the attention of the Graduate Programs Policy Committee.

Advisor Signature _____
Advisor name

PhD Student Signature _____
Student name

Student Comments (if desired):

Department Chair Signature _____
Department Chair name

APPENDIX B

Dissertation Proposal Approval Form

Ph.D. Student Name: _____

Major Field Area: _____

Dissertation Topic: _____

APPROVAL TO PROCEED:

Date Approved _____

Dissertation Committee

Name (Please Print)

Signature

Chair _____

Members _____

Appendix C: Academic Integrity

All graduate students in the College of Business (CB) 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.

1. 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.
2. 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.

3. 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.
4. 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 Graduate 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 504-25-0150).

- 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.
- 3) 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.
- 4) Students involved in these procedures should expect to be treated fairly and go through the process in a timely manner.
- 5) 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 College of Business and supports the "principles of academic integrity" specified in the Washington State University "Standards of Conduct for Students"

We invite you as a CB graduate student to direct any definition or procedural question to the academic department or to the Office of Graduate Programs in Business. More detailed explanations of policy and procedure can be found at:

Washington State University “Standards of Conduct for Students”

<http://www.studentaffairs.wsu.edu/students/handbook/conductStandards.asp?i=1&menu=1>

Washington State University “Academic Integrity Procedure”

<http://salc.wsu.edu/Advising/AdvisingManual/GeneralInfo/AcademicIntegrity.pdf>

**Washington State University “Graduate Student Code of Rights,
Responsibilities, Conduct and Grievances”**

<http://www.gradsch.wsu.edu/code.htm>

Appendix D: Department and Major Area Program Requirements

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 *behavioral* 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 CB requirements, applicants must have a minimum admission index score of 1250 to enter the Ph.D. program (index scores are calculated by taking the GMAT score plus [200 x GPA]) and a TOEFL of 580 for ESL students. In addition to the CB index requirements, a successful applicant typically has attained, at a minimum:

- Bachelor's degree from a four-year accredited university
- 3.25 GPA
- 600 GMAT score

Admission 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
- An intent to develop a proficiency in Behavioral Accounting Research

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: Behavioral Accounting Research I
- Accounting 596: Behavioral Accounting Research II
- Accounting 596: Archival Data Research
- Marketing 593: Seminar in Research Design
- A minimum of 3 additional hours of accounting or related courses approved by the doctoral student advisor.

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

- MgtOp 598: Research and Professional Development Seminar (1 credit)

5. Research Methods and Statistics Requirements (15 credits)

Doctoral students are required to complete a minimum of 15 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 and statistics, as indicated, to meet the Research Methods and Statistics requirement):

Required Courses:

- Psych. 511: Analysis of Variance and Experimental Design, or Stat. 512: Analysis of Variance of Design Experiments
- Psych. 512: Correlation, Regression, and Quasi-Experimental Design, or Stat. 535: Regression Analysis
- Psych. 513: Seminar in Quantitative Methods and Research Design

Select two from the following three courses:

- Psych. 514: Psychometrics
- Stat. 514: Nonparametric Statistics
- Stat. 519: Applied Multivariate Analysis

6. Accounting Supporting Field Requirements (18 credits)

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

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 CB 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:

First Semester

Psych. 511 or Stat. 512
MgtOp 598
Psych 512 or Stat. 535
Supporting Field Course

Second Semester

Marketing 593
Acctg. 596
Supporting Field Course
Accounting Core Course

Summer: Independent Research Paper and/or Supporting Field Course

Year 2:

First Semester

Psych. 513
Acctg. 596
Stat. 519
Supporting Field Course

Second Semester

Psych. 514
Acctg. 596
Supporting Field Course

Summer: Supporting Field Course

Year 3:

First Semester

Comprehensive exams

Second Semester

Dissertation Proposal

Year 4: Dissertation and Other Research

Finance

Desired Prerequisites to Enter the Ph.D. Program

- ♦ 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

Research Tool Requirements (14 credit hours)

- ♦ EconS/Fin 510 Statistics for Economists
- ♦ EconS/Fin 511 Econometrics I
- ♦ EconS/Fin 512 Econometrics II
- ♦ MgtOp 598 Research and Professional Development Seminar (1 credit)

One of the following:

- ♦ MgtOp 516 Time Series Analysis
- ♦ Math 548 Numerical Analysis
- ♦ Math 556 Introduction to Statistical Theory

Major Field Requirements (18 credit hours)

- ♦ 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

- ♦ Three of the following:
 - ♦ Fin 521 Interest Rates and Financial Markets
 - ♦ Fin 525 Advanced financial Management
 - ♦ Fin 527 Investment Analysis
 - ♦ Fin 528 Portfolio Theory and Financial Engineering
 - ♦ Fin 581 International Finance
 - ♦ Fin 542 Advanced Topics in Real Estate

Supporting Field Requirements (18 credit hours)

- ◆ EconS/Fin 500 Economic Theory I (Static Optimization)
- ◆ EconS/Fin 501 Economic Theory II (Introduction to Dynamics)
- ◆ EconS/Fin 502 Economic Theory III (General Equilibrium)
- ◆ EconS/Fin 503 Economic Theory IV (Short-run fluctuations and nominal rigidities)
- ◆ EconS/Fin 504 Economic Theory V (Advanced Duality and Decision Making under Uncertainty)
- ◆ One additional course to be defined and approved by the student's Ph.D. Committee

Suggested Study Program for the First Year

Fall Semester

EconS/Fin 500 Economic Theory I
EconS/Fin 501 Economic Theory II
EconS/Fin 510 Statistics for Economists (4 credit hours)
Collage of Business Doctoral Student Development Seminar (1 credit)

Spring Semester

EconS/Fin 502 Economic Theory III
EconS/Fin 503 Economic Theory IV
EconS/Fin 511 Econometrics I

Qualifying Exam:

Some students may be require to take a qualifying exam at the end of their first year in the Ph.D. program (depending on coursework grades).

Written Field Examination:

The examination is given to students after they complete their Ph.D. seminars in Advanced Topics in Financial Economics.

Dissertation:

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

Management and Operations

Ph.D. Management and Operations

Program Requirements

1a. General Competency

Per CB requirements, candidates must have a minimum admission index score of 1250 to enter the Ph.D. program (index scores are calculated by taking the GMAT score plus 200 x GPA.) and a TOEFL of 580 for ESL students. Most successful applicants to our program have had a minimum of

- ◆ Bachelor's degree from a four-year accredited university
- ◆ 3.25 GPA
- ◆ 600 GMAT score

Also, it is expected that students entering the doctoral program will possess competencies in math, business (accounting, economics, finance, management, marketing, operation's management), computer skills and have a good command of the English language. If the student is deficient in any of these areas, additional course work and preparation (beyond the major course of study) may be required. Those requirements will be determined by the student's committee.

1b. Progress

Per CB requirements, students should have

- ◆ formed a Program Committee by the end of the 2nd semester
- ◆ produced a second-year paper by the end of the 4th semester
- ◆ taken written field exams by the end of the 5th semester (but no earlier than the 4th)
- ◆ taken the oral part exam by the end of the 5th semester (after taking and passing the written filed 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
- ◆ passed the English Competency exam by the end of the 2nd semester (ESL TAs only)

1c. Tracks

Within Management and Operations, Ph.D. students choose between one of two areas of concentration (tracks): *Operations Management and Decision Sciences* or *Organization Management*.

1d. College-Wide Colloquium

Students will take the 1-credit College-wide Professional Development colloquium (MgtOp 598.2) during their first semester.

Operations Management and Decision Sciences Track

2a. Research Tool Requirements (12 credit hours)

Stat 443—Applied Probability

Math 464—Operations Research and Game Theory

Math 516—Introduction to Simulation or Stat 556—Introduction to Statistical Theory

Bus 596—Research Methods

2b. Major Field Requirements (15 credit hours) Required Courses:

MgtOp 596—Doctoral Topics I

MgtOp 596—Doctoral Topics II

Choose at Least Three of the Following, Depending on Background and Research Interest:

Econ 501—Economic Theory II: Microeconomic Theory

Econ 510—Statistics for Economists

Econ 511—Econometrics I

Econ 512—Econometrics II

Math 516—Introduction to Simulation

Math 540—Applied Mathematics I

Math 541—Applied Mathematics II

Math 543—Approximation Theory

Math 544—Advanced Matrix Computations

Math 548—Numerical Analysis

Math 553—Graph Theory

Math 555—Topics in Combinatorics

Math 564—Topics in Optimization

Math 566—Optimization in Networks

MgtOp 596—Doctoral Topics III

Stat 512—Analysis of Variance of Designed Experiments

Stat 514—Nonparametric Statistics

Stat 516—Time Series

Stat 519—Applied Multivariate Analysis

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 556—Introduction to Statistical Theory

Stat 572—Quality Control

Stat 573—Reliability Theory

2c. Supporting Field Requirements (15 credit hours)

Program requirements in supporting fields are to be selected from one or more related areas. A minimum of 15 credit hours of graded coursework approved for graduate credit must be designated and approved by the student's Ph.D. committee.

2d. Additional Ph.D. Coursework Requirements (Minimum 6 Credit Hours)

All Ph.D. candidates must complete the above requirements plus an additional six credit hours. These additional credits can be designated classes or specific study credits (independent readings) when approved by the student's Ph.D. committee. They can also include College and Department colloquium credits.

2e. Ph.D. Research Credit Requirements (Minimum of 24 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 24 (800-level) research credits hours is required.

2f. Qualifying Exam

In addition to the CB 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.

Organization Management Track

2a. Research Tool Requirements (12 credit hours)

Bus 596—Research Methods

ANOVA (e.g., Psych 512)

Regression/Econometrics (e.g., Soc 512, Stat 533, 535, Econ 511, 512)

Psychometric Theory (e.g., Psych 513/514)

2b. Major Field Requirements (15 credit hours)

Students are required to take 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

MgtOp 597 – Doctoral Topics I – Seminar in Organizational Behavior

MgtOp 597 – Doctoral Topics II – Seminar in Organizational Theory

MgtOp 597 – Doctoral Topics III – Seminar in Strategic Management

Plus 6 hours of

Mgt 600 – Independent Study in Major Area

2c. Supporting Field Requirements (15 credit hours)

On approval from the student's committee, supporting course work may be selected from areas such as, but not limited to Anthropology, Economics, Marketing, Psychology, Sociology.

The above requirements may be fulfilled by up to 12 credit hours transferred from previous work in accredited graduate programs, contingent upon approval by the student's committee.

2d. Additional Ph.D. Coursework Requirements (Minimum 6 Credit Hours)

All Ph.D. candidates must complete the above requirements plus an additional six credit hours. These additional credits can be designated classes or specific study credits (independent readings) when approved by the student's Ph.D. committee. They can also include College and Department colloquium credits.

2e. Ph.D. Research Credit Requirements (Minimum of 24 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 24 (800-level) research credits hours is required.

Management Information Systems- Ph.D. Curriculum

1. 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, these requirements are automatically satisfied by those coming in with a Masters degree in Business Administration. 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.

2. Management Information Systems Major Field Requirements (18 credits)

Program requirements in this area are intended to develop proficiency in the student's major field of study. These requirements are focused on MIS Research and on MIS Core knowledge, and are shown below:

a) MIS Research (9 credits)

- MIS 596: MIS Research Foundations
- MIS 598: MIS Research Topics
- MIS 599: MIS Research Proposal Development

In addition to the research seminars shown above, students must also demonstrate proficiency in the following courses, being registered for at least 3 of the 4:

b) MIS Core (9 credits)

- MIS 572 Database Management Systems
- MIS 574 Business Telecommunications
- MIS 582 Systems Analysis and Design

3. 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.

Students must take a minimum of **12 credits of statistics**, which should cover topics such as design of experiments, ANOVA, multivariate analysis, regression, psychometric theory, and SEM. Courses strongly recommended include:

- Statistics -- Psych 511, 512, 513, and 514

Students need to get written approval from the MIS Ph.D. Committee in order to substitute (or waive) any of the above statistics courses in this series.

It is also required for students to take the **3 credit** college wide research methods course, plus either a second (pre-approved) research methods course or an additional (pre-approved) statistics course. Possibilities include:

- Survey of Research Methods: Mktg 593 (required)
- One additional research methods or statistics course from other disciplines. Possible courses include:
 - Research Methods: COM 509, SOC 520
 - Qualitative Research Methods: SOC 523, COM 591
 - Psych 515 (Advanced SEM)

4. Supporting Field Requirements (15 credits)

The major field of Management 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.

The above requirements may be fulfilled by taking appropriate courses from multiple disciplines, although there needs to be some degree of coherence in the underlying themes of the courses. Also, contingent upon approval by the student's committee, up to 12 credit hours may be transferred from previous work from accredited graduate programs.

5. Other Requirements (1 credit)

Students will also be required to take a one credit course Research and Professional Development Seminar (MgtOp 598.2) that will be coordinated by the CB Graduate Programs Office.

6. Sample Program of Study (based on approximately 9 credits per semester)

SAMPLE MIS Ph.D. PROGRAM OF STUDY			
Year	Fall	Spring	Summer
1	Psych 511 (MIS596 - MIS Research Foundations or MIS598 – MIS Research Topics) 1 Research Methods Course Or MIS Core Course MgtOp 598.2 (1 credit)	Psych 512 Mktg 593 MIS Core Course	Supporting Field Course
2	Psych 513 Psych 514 (MIS596 - MIS Research Foundations or MIS598 – MIS Research Topics) MIS Core Course	MIS599 - Research Proposal Development 1 additional Research Methods/Statistics course or MIS Core Course	Supporting Field Course
3	Comprehensive Exams Supporting Field Course Supporting Field Course	Full-time Research (Dissertation and Other)	
4	Full-time Research (Dissertation and Other)		

7. Comprehensive Exams

The goal of the comprehensive exams is to assess the student’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. Specifically, the exam will test the student’s knowledge in three areas:

- MIS core knowledge: MIS Core knowledge includes a thorough understanding of Systems Analysis and Design, Database Systems, Data Communications, and the management and strategic application of information systems to the organization.
- MIS research: The student should be able to demonstrate a very thorough understanding of MIS research, including explanatory theories and past research findings. In addition, the student is expected to demonstrate command over the relevant literature from his/her supporting discipline.
- MIS research methods and statistics: The student should also have an extensive knowledge of statistics and the research methodologies which can be employed to study MIS from a behavioral standpoint.
- Oral and Written Communication Skills: Given our focus on producing MIS scholars who can be successful at 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.

Marketing

Research Tool Requirements (12 credit hours)

In addition, students must take at least 4 other research methods courses (**12 credits**) to be selected by the student with the approval of his/her Ph.D. committee. These courses must give sufficient preparation to the student in each of the following areas:

- ◆ ANOVA (e.g. Psych 511, Stat 512, Stat 530, Stat 507, Soc 522)
- ◆ Regression/Econometrics (e.g. Soc 521, Stat 513, Stat 533, Stat 535, Econ 511, Econ 512)
- ◆ Psychometric Theory (e.g. Psych 513/514, Stat 520)
- ◆ Multivariate Statistics (e.g. Psych 511, Stat 519, Dec Sci 519, Dec Sci 591)

The suggested courses above may be substituted for any four courses that treat each of the above topics in a comprehensive fashion, as approved by the program committee.

Major Field Requirements (15 credit hours)

Ph.D. students are required to take 3 Marketing doctoral seminars (**9 credits**), based on the following:

- ◆ Mktg 590 Seminar in Consumer Behavior
- ◆ Mktg 591 Seminar in Marketing Management
- ◆ Mktg 596 Doctoral Topics

Ph.D. students are also required to take the **3 credit** Survey of Research Methods course (currently MKTG 593), which should be taken during the first year in the program.

In addition, Ph.D. students in Marketing are required to complete an independent research paper (the “second year paper”) for an additional **3 credits**.

Supporting Field Requirements (21 credit hours)

Coursework in the area of specialization are intended to provide necessary skills and knowledge to conduct research in a chosen field of interest. Courses must be related to an area of study selected by the student and approved by the students’ program committee. Sample areas of specialization include (but are not limited to) anthropology, psychology, sociology, economics, management, international business and mass communication. Additional coursework in marketing may also be taken, with the program committee approval.

Other Requirements (1 credit)

Students will also be required to take a one credit of MgtOp 598, Research and Professional Development Seminar during their first semester that will be coordinated by the CB Graduate Programs Office.

* Specific course requirements and full details of the Ph.D. program in marketing is available in the Marketing Department office, Todd 367.

SCHOOL OF HOSPITALITY BUSINESS MANAGEMENT

SHBM Program Requirements

General Competency

The requirements for this program will follow the Ph.D. Program in Business, Policies & Procedures, Program Requirements, Fall 2004 (Appendix A). Program requirements in this area are intended to develop proficiency in the student's major field of study.

Research Tool Requirements (12 credit hours)

A minimum of 4 research methods courses to be selected by the student with the approval of his/her Ph.D. committee. These courses must give sufficient preparation to the student in each of the following areas¹:

- ◆ ANOVA (e.g. Psych 511, Stat 512, Stat 530, Stat 507, Soc 522)
- ◆ Regression/Econometrics (e.g. Soc 521, Stat 513, Stat 533, Stat 535, Econ 511, Econ 512)
- ◆ Psychometric Theory (e.g. Psych 513/514, Stat 520)
- ◆ Multivariate Statistics (e.g. Psych 512, Stat 519, MgtOp 519, MgtOp 591)

Or any four courses that treat each of the above topics in a comprehensive fashion, as approved by the program committee.

Major Field Requirements (19 Credits)

- ◆ MKTG 593 Survey of Research Methods
- ◆ MgtOp 598.2 Research and Professional Development Seminar (1 credit)
- ◆ HBM 591 Services Management Seminar
- ◆ HBM 592 Destination Management² Seminar
- ◆ MKTG 590 Consumer Behavior
- ◆ **MgtOp 596/7 Seminar in Strategic Management**
- ◆ MgtOp 596/7 Seminar in Organizational Behavior

Supporting Field Requirements (18 Credits)

The School of Hospitality Business Management 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. Also, contingent upon approval by the student's SHBM committee, up to 12 credit hours may be transferred from previous work from accredited graduate programs.

¹ Example from Psychology Statistics -- Psych 511 (ANOVA), 512 (Multivariate), 513 (Structural Equations Modeling), and 514 (Psychology Methodology).

² Syllabi are available upon request from Dogan Gursoy, PhD; HBM Courses will be offered in alternative years as per the PhD Curriculum Task Force Proposal, CB, WSU.

SAMPLE HBM Ph.D. PROGRAM OF STUDY			
Year	Fall	Spring	Summer³
1	Psych 511 MKTG 593 MgtOp 598.2 Supporting Course	Psych 512 MKTG 590 HBM 591	Supporting Course
2	Psych 513 Psych 514 MgtOp 596/7	Supporting Course HBM 592 MgtOp 596/7	Supporting Course
3	Comprehensive Exams Supporting Course Supporting Course	Full-time Research (Dissertation and Other)	
4	Full-time Research (Dissertation and Other)		

Annual Review and Comprehensive Exams

The goal of the Annual Reviews and Comprehensive 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 PhD Director and Committee along with the appropriate advisors will annually review the progress of the students in terms of publications and research effort. This may entail a qualifying exam each year depending on the review of the committee on each candidate. The Comprehensive Exam at the end of the two/three year period will test the candidate's knowledge in four areas:

- ◆ SHBM Major Field Requirements: SHBM Core knowledge includes a thorough understanding of HBM, Consumer Behavior and Analysis, Strategic Management & Organizational behavior, and Research Designs, Theory, Modeling and Multivariate Methods.
- ◆ HBM research: The student should be able to demonstrate a very thorough understanding of HBM 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 discipline.
- ◆ HBM research methods and statistics: The student should also have an extensive knowledge of statistics and the research methodologies that can be employed to study HBM from a behavioral standpoint.
- ◆ Oral and Written Communication Skills: Given our focus on producing HBM scholars who can be successful at 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.

³ Assuming funding is available