



FLORIDA STATE UNIVERSITY
COLLEGE OF BUSINESS
Graduate Programs Office

**Marketing
Ph.D. Program Guide
2022-2023**

TABLE OF CONTENTS

DEAN's OFFICE, GRADUATE PROGRAMS, AND DEPARTMENT CONTACT INFORMATION	1
DOCTORAL RESEARCH AND TEACHING ASSISTANTS	3
GENERAL POLICIES RELATED TO GRADUATE ACADEMIC CREDIT AT FSU	8
GRADUATE ACADEMIC RETENTION	10
DISSERTATION POLICIES	12
TIME LIMIT TO COMPLETION	16
DOCTORAL BUSINESS STUDENTS' ASSOCIATION (DBSA)	18
DOCTORAL PROGRAM of STUDY	19
ANNUAL EVALUATION PROCESS	23
PRELIMINARY EXAMINATION	26

CONTACT INFORMATION

Dean's Office – Rovetta Business Building A (RBA) 314

Michael Hartline, Dean and Charles A. Bruning Professor of Business Administration
850-644-4405, mhartline@business.fsu.edu

Kathleen McCullough, Associate Dean for Academic Programs and Kathryn Magee Kip
Professor in Risk Management & Insurance
850-644-8358, kmccullough@business.fsu.edu

Graduate Programs Office, Rovetta Business Building B (RBB) 336

Elizabeth Kistner, Director, Graduate Advising

850-644-48294, ekistner@business.fsu.edu

For questions about registration or academic policies & procedures

Kayla West, HR Specialist

850-644-2126, kwest@business.fsu.edu

For questions about employment, assistantships, work authorizations, etc.

Information Technology Department - RBB 121 850-644-4426, cobtech@business.fsu.edu.

Department of Accounting – RBA 309

Allen Blay, Department Chair and EY Professor of Accounting

850-644-9847, ablay@business.fsu.edu

Zahn Bozanic, Doctoral Program Director and William Hillison Associate Professor

850-645-1521, zbozanic@business.fsu.edu

Accounting Faculty Directory

<http://business.fsu.edu/departments/accounting/directory>

Department of Business Analytics, Information Systems and Supply Chain (BAISSC) – RBB 325

Ashley Bush, Department Chair and Sprint Professor of Management Information Systems

850-644-2779, abush@business.fsu.edu

Xinlin Tang, MIS Doctoral Program Director and Associate Professor of Management Information Systems

850-644-1044, xtang2@business.fsu.edu

BAISSC Faculty Directory

<http://business.fsu.edu/departments/baissc/directory>

Department of Finance – RBA 311

William Christiansen, Department Chair and Truist Associate Professor of Finance

850-644-8202, wchristiansen@business.fsu.edu

Yingmei Cheng, Doctoral Program Director and Patty Hill Smith Eminent Scholar in Finance

850-644-7869, ycheng@business.fsu.edu

Finance Faculty Directory

<http://business.fsu.edu/departments/finance/directory>

Department of Management – RBA 305

Bruce Lamont, Department Chair and Jim Moran Eminent Scholar in Business Administration

850-644-9846, blamont@business.fsu.edu

Michael Holmes, Organizational Behavior and Human Resources Doctoral Program Director and Strategy Doctoral Program Director, Jim Moran Professor of Strategic Management

850-645-9570, mholmes@business.fsu.edu

Management Faculty Directory

<http://business.fsu.edu/departments/management/directory>

Dr. Persis E. Rockwood School of Marketing – RBA 307

Michael Brady, Director and Bob Sasser Professor of Marketing

850-644-7853, mbrady@business.fsu.edu

Martin Mende, Marketing Doctoral Program Co-Director; Jim Moran Professor of Business Administration; Co-Director, Doctoral Program in Marketing

850-644-7897, mmende@business.fsu.edu

Maura Scott, Marketing Doctoral Program Co-Director; Persis E. Rockwood Professor of Marketing; Co-Director, Doctoral Program in Marketing

850-644-6554, mlscott@business.fsu.edu

Marketing Faculty Directory

<http://business.fsu.edu/departments/marketing/directory>

Department of Risk Management/Insurance, Real Estate and Legal Studies – RBA 313

Cassandra Cole, Department Chair and Dr. William T. Hold Professor in Risk Management and Insurance

850-644-9283, ccole@business.fsu.edu

Patricia Born, Doctoral Program Director, Payne H. and Charlotte Hodges Midyette Eminent Scholar in Risk Management and Insurance

850-644-7884, pborn@business.fsu.edu

RMI Faculty Directory

<http://business.fsu.edu/departments/rmi/directory>

DOCTORAL RESEARCH AND TEACHING ASSISTANTS

Financial Assistance and Associated Duties

The College of Business' financial awards serve to facilitate progress toward the doctoral degree by providing financial support as well as work experience that is directly supportive of the doctoral program of study. As such, the doctoral recipient of the award is both student and employee. The doctoral student is expected to perform well academically to retain the assistantship, and academic progress is reviewed each semester. The work requirements of the financial award are reviewed regularly, both in terms of performance and in terms of meaningfulness of assignments.

Graduate studies and the responsibilities of the financial award should reinforce each other. For example, participation in research projects with faculty should not only broaden a student's graduate education, but it may also lead to joint publication or a dissertation prospectus. Involvement in teaching provides a doctoral student with greater insight on topics as well as enhances the student's command of the subject matter and communication skills.

To be effective the financial award requires considerable interaction and communication among doctoral students, department chairpersons and faculty. Without this interaction and communication, the desired professional peer relationship cannot be developed, and the benefits of the financial award are reduced.

The department chair is responsible for assigning doctoral graduate assistants to faculty in the department. The chair will explain the general requirements of the graduate assistantship and the expectations concerning performance and hours to be worked. The supervising faculty will involve the student in research or teaching activities as appropriate.

Graduate assistants are required to register for a minimum of 9 hours each term, including summer.

Fifth Year Support

Doctoral students on assistantship are supported for four full academic years, contingent upon satisfactory performance in the program. Eligibility for fifth-year support will be demonstrated by a student having made substantial progress toward placement at a R1 research university. Evidence of substantial progress includes, but is not limited to, performance on and timely completion of a second-year paper/project and a comprehensive exam. Students also should be performing their teaching (e.g., online mentoring and teaching as instructor of record) and research assistantship duties satisfactorily. In addition, students should be making significant progress towards publishing one or more papers in top-tier journals and completing their dissertations. Lastly, students should have continued aspirations for placement at a R1 research university.

Students who would like to request fifth year funding should notify the Program Director by the end of the second spring term in the program. The program faculty, in consultation with the department chair, will provide students an initial evaluation in the fall of the third year. A final evaluation and determination will be communicated to students by the end of the spring of the third year. This will give students a timeline to complete their degree in four years, if necessary.

Outside Employment

Doctoral study in the business disciplines at FSU is extremely rigorous, requiring a commitment of time and energy that generally precludes the ability to hold outside employment. The graduate research and teaching assistantships afforded continuously for the period of doctoral study provide competitive stipends and tuition waivers to support students during their four or five years in residence. Attempting to hold employment outside of these assistantship appointments can result in a slowing of academic progress toward the degree. As such, please be advised that outside employment is strongly discouraged, and requires the consent of the program director and/or department chair.

Doctoral Research Assistants

The department chair is responsible for assigning doctoral research assistants to various faculty members in the department. The chair will explain the general requirements of the research assistantship and the expectations concerning performance and hours to be worked. The faculty who supervise the research work of the doctoral research assistant will involve the student in his or her research activities.

There may be opportunities to expand upon the research collaboration between the faculty and student by enrolling in Supervised Research or Directed Individual Study courses as specified on the student's Program of Study. In this way, the doctoral research assistantship directly supports the development of the student's research capabilities and progress in the program.

Doctoral Teaching Assistants

To qualify for instructional responsibility, a student should be an advanced graduate student (holding either a Master's degree or no less than 18 graduate credit hours in the teaching discipline) in good standing in the subject area of the teaching responsibility. A student placed on academic probation will normally not have instructional responsibility. Teaching assistants are required to register for 9 hours.

International students whose native language is not English must submit an acceptable score on the Test of Spoken English (TSE), the SPEAK test, or the Internet-based TOEFL (iBT) prior to an assignment as a teaching assistant.

Guidelines and Responsibilities for Teaching Assistants

One of the objectives of the College of Business is to provide quality teaching. To accomplish this objective, the following guidelines and responsibilities have been established for the department chair, the course coordinator, and the teaching assistant.

The department chair is responsible for assigning the doctoral teaching assistants and for implementing these guidelines for both course coordinators (in departments using those) and the teaching assistants.

The course coordinator or the department chair has the following responsibilities:

- Provide overall supervision to graduate students assigned to teaching.

- Provide assistance to teaching assistants in the preparation of course syllabi, teaching notes, handouts, homework assignments, exams, and grading standards.
- Provide assistance to teaching assistants in resolving problems arising with students.
- Involve teaching assistants, as appropriate, in the review of course content, structure, prerequisites, textbooks, etc., and make recommendations regarding such.
- Schedule regular meetings with teaching assistants throughout the term to discuss issues, problems, and teaching effectiveness.
- Stay informed about the classroom performance of teaching assistants and take an active role in the development of the teaching assistant's teaching abilities.
- To assess and provide a written annual evaluation regarding each teaching assistant's classroom performance and English-speaking competency.
- To ensure that the assistants complete the training necessary to apply the technology resources available in their classroom.

The doctoral teaching assistant has the following responsibilities:

- Participate in the PIE teaching conference before the beginning of the Fall term and, if appropriate, the preparation courses in the Spring term.
- Confer with the course coordinator or department chair about the topics covered in the course.
- Submit a copy of the course outline/syllabus to the course coordinator for review. For the benefit of students, be as explicit and thorough as possible concerning the requirements of the course, grading policy, assignments, office hours, etc.
- Adhere to the University policy on final examination scheduling. It is not permissible to give an exam the last week of the term unless a final [or last] exam is also given during the regularly scheduled exam period. A final exam may not be given during the separate exam period at a time other than that which appears on the Examination Schedule listed on the Registrar's website at <http://registrar.fsu.edu>. Click on "Registration Information" to find the examination schedule for the specific term.
- Adhere to the University policy on sexual harassment, the Academic Honor Policy and FERPA policies and equivalency. University policy on sexual harassment training is provided by the Office of Equal Opportunity and Compliance (EOC) within Human Resources (<http://www.hr.fsu.edu>), the Academic Honor Policy training is offered by the Office of the Vice President of Faculty Development and Advancement (<http://fda.fsu.edu/>) and the FERPA training is offered by the Office of the University Registrar

(<http://registrar.fsu.edu/>). The PIE Teaching Conference is not available during the Summer semester.

- Review the university Instructional Strategies & Tools that may be viewed online: <https://odl.fsu.edu/online-instruction/instructional-support>.
- Discuss any special situations or problems concerning the course or students with the course coordinator or department chair.
- Keep the course coordinator or department chair informed of any necessary absences from class.
- Discuss and review the preparation and proctoring of exams as necessary. Discuss the style, difficulty, length, and appropriateness of your exams with the course coordinator or department chair, especially if it is the first time you have taught the course.
- Avoid assigning incomplete grades if at all possible. **The course coordinator or department chair must approve all incomplete grades.**
- Prepare your final grades at the end of the term. If you have any questionable grades, consult the course coordinator or department chair.
- Post and keep office hours as specified by the department chair.
- Have students evaluate the instructor – the Student Perception of Courses and Instructors (SPCI) in each course section you teach. Students will receive notification when the evaluation window is open and reminder notifications to complete the surveys. A pop-up window will also appear when students log in to Canvas if they have not completed their evaluation surveys.
- Leave a forwarding address and phone number with the administrative assistant in your department at the end of each term. If you are not teaching the following term, leave your grade book and records with the administrative assistant. These records should include actual test scores with relevant weighting proportions, other scores and factors used in determining the grade, and final grading scale. This is especially important if you are leaving the Tallahassee area.

University Program for Instructional Excellence (PIE)

The College of Business is an active participant in the University Program for Instructional Excellence (PIE) and requires all doctoral teaching assistants to participate in this program through the following actions:

- New teaching assistants will take part in the PIE teaching conference during orientation that precedes the fall semester of the first year.

- Teaching assistants are encouraged to attend one or more of the scheduled PIE workshops offered each term, or any of the teaching presentations periodically offered within the College of Business.
- Teaching assistants are encouraged to take advantage of the individual consultation/videotaping opportunities offered by the Instructional Designers of the Academic Technology Team. Individuals identified by the course coordinators as having particular difficulty in the classroom may be required to use this service.

The University Program for Instructional Excellence (PIE) sponsors paid teaching associates selected from the teaching assistants to help administer this program within the individual colleges. In addition, they sponsor annual teaching awards that include a cash award. For additional information, contact the Program Director or their web site: pie.fsu.edu.

College Teaching Assistant Awards Program

In addition to the University teaching awards, the College of Business each spring offers a number of awards for outstanding teaching performance by graduate teaching assistants. The procedures and selection criteria are as follows:

- Each department may submit a maximum of two nominations, in rank order, to the Doctoral Program Policy Committee (DPPC). Nominees should not have won the award previously. The DPPC will evaluate the nominations and determine the winners of the awards.
- The awards program will be independent of the University awards program, i.e., a student may be nominated for the University program as well.
- In order to be eligible for the award, the teaching assistant must have (1) taught at least twice (and have teaching evaluations) and (2) had primary or exclusive teaching responsibility for the classes.
- The nominee's folder should include:
 - Letter of support from the department chair,
 - Letter of recommendation from another department faculty member (optional),
 - Short narrative from the nominee describing "Qualities of an Outstanding Teacher" (one page maximum),
 - Copy of the student's vita,
 - Copies of teaching evaluation summary pages from all semesters in which the nominee taught,
 - Syllabi from all semesters in which nominee taught,
 - Summaries of grade distributions from last two semesters in which nominee taught.
- Award winners will be announced as soon as possible after the nomination deadline.

GENERAL POLICIES RELATED TO GRADUATE ACADEMIC CREDIT AT FSU

Transfer Credit

Transfer of courses not counted toward a previous degree from another regionally accredited graduate school is limited to six semester hours. Transfer of courses not counted toward a previous degree within Florida State University is limited to twelve semester hours, except when the departmental course requirement exceeds the thirty-hour University-wide minimum requirement. In the latter case, additional transfer credit may be allowed to the extent of the additional required hours. In all cases, the majority of credits must be earned through Florida State University or its official consortium of institutions. All transfer credit must: 1) be recommended by the major department; 2) be evaluated as graduate work by the evaluation section of the Office of Admissions of Florida State University; and 3) have been completed with grades of 3.0 ("B") or better.

Grades earned at another institution cannot be used to improve a grade point average or eliminate a quality point deficiency at Florida State University.

The University does not accept experiential learning, or award credit for experiential learning. Transfer credit based on experiential learning from another institution will not be accepted.

Independent Study Courses

Doctoral students may do independent study, research, or teaching by enrolling in special studies, directed individual study (DIS), supervised research, or supervised teaching courses. The Program Director and the supervising faculty member must approve enrollment in any of these courses. A doctoral student may take as many hours of independent study courses as are required and approved by the student's faculty advisor and the Associate Dean for Academic Affairs. According to the University rules governing registration, no more than 5 hours of graduate-level supervised research and/ or supervised teaching may be taken during the student's program.

The procedures and forms required for registering in independent study courses may be obtained from the College of Business Graduate Office. These forms must be completed prior to the start of the semester in which the course is taken.

Grade Appeals System

The purpose of the grade appeals system is to afford an opportunity for a student to appeal a final course grade under certain circumstances. Faculty judgment of students' academic performance is inherent in the grading process and hence should not be overturned except when the student can show that the grade awarded represents a gross violation of the instructor's own specified evaluation (grading) statement and therefore was awarded in an arbitrary, capricious, or discriminatory manner.

The evaluation (grading) statement utilized during the grade appeals process is the one contained in the instructor's syllabus at the beginning of the semester. This system does not apply to preliminary or comprehensive exams or to thesis or dissertation defenses. The Student Academic Relations Committee via the Office of Faculty Development and Advancement reviews these issues.

For detailed instructions on the process, please review the "Grade Appeals System" document found on the Office of Faculty Development and Advancement website <http://fda.fsu.edu/academic-resources/academic-integrity-and-grievances/grade-appeals-system>.

Incomplete Grade Policy:

Incomplete ("I") grades should be recorded only in exceptional cases when a student, who has completed a substantial portion of the course and who is otherwise passing, is unable to complete a well-defined portion of a course for reasons beyond the student's control. Students in these circumstances must petition the instructor and should be prepared to present documentation that substantiates their case. Incompletes should not be granted in order to allow students to do extra coursework in an effort to increase their grades.

Even under these circumstances, the authority for determining whether to grant an incomplete rests solely with the instructor. A Graduate Teaching Assistant must have approval from a supervising faculty member to grant an incomplete.

In order to assign an incomplete, an instructor is required to indicate on the grade roster the time frame for resolution of the grade and the default grade (default grade of incomplete is not allowable) to be assigned if the student does not complete the remaining academic work. Some departments also require that an incomplete be documented with an "Incomplete Grade Agreement." It is the student's responsibility to complete the remaining academic work within the agreed-upon time frame.

Under University policy, an incomplete grade automatically reverts to the predetermined default grade at the end of the semester that has been specified by the faculty member as the time frame for resolution, unless one of two conditions is met:

1. Upon completion of the agreed-upon work, the instructor submits a grade-change (online) that replaces the "I" with the final grade for the course.
2. The instructor submits a separate "Incomplete Extension of Time" form to the Evaluation and Posting Section of Admissions and Records before the end of the semester in which the "I" is set to expire.

In cases where no default grade or instructor-determined expiration semester exists, incomplete grades will expire to an IE at the end of the next term of enrollment unless the instructor submits a grade change prior to the official grade-posting deadline. No grade changes will be made to default grades or unresolved "I" grades after the degree has been granted.

Please note the following additional College of Business policies and procedures related to incomplete grades:

- All incomplete grades in courses that are required in a student's program of study (TAR, primary, or support areas) must be removed before the student can take any of the required preliminary examinations and be admitted to doctoral candidacy.
- If a student desires a second extension of an incomplete grade, written justification must be submitted to the instructor and the Associate Dean for Academic Affairs for their review and approval. Normally, a second extension of the incomplete is not approved unless there are serious personal or medical reasons.
- For incomplete grades in courses taken more than two semesters ago, the grade will be changed to IE and the student must formally repeat the course. Also, the IE grade will cause the DPPC to review the student's progress in the doctoral program and decide whether the student should be permitted to continue in the program. Exceptions to this policy are discouraged.

GRADUATE ACADEMIC RETENTION

Performance Standards

A doctoral student is considered for non-retention because of unsatisfactory academic performance, unsatisfactory performance on the Ph.D. preliminary examinations, or unsatisfactory progress on the dissertation, according to the following criteria:

- A grade of C+ or lower (including U grades) in any course required in the student's doctoral program of study;
- A cumulative grade-point average of lower than 3.20 in all courses taken since admission to the doctoral program. Note that a cumulative GPA below 3.00 for two consecutive semesters results in an automatic dismissal by the University.
- Three or more Incomplete (I) or W grades within two consecutive semesters,
- Completion of fewer than 9 hours per semester for two consecutive semesters prior to admission to candidacy;
- The lapse of more than one semester since completion of required course work without taking the preliminary examination.
- Two unsatisfactory (U) grades in dissertation hours.

A student using University facilities and/or receiving financial aid is expected to make satisfactory progress on the dissertation after admission to candidacy. Satisfactory progress is considered to be the appointment of a dissertation committee and the approval of the dissertation

topic by the end of the semester following the completion of the preliminary examination and the defense of a dissertation proposal by the end of the second semester following the completion of the preliminary examination.

Many aspects of the graduate programs in business rely on the maintenance of a collegial atmosphere. It is imperative that students are able to effectively collaborate with fellow students and with faculty, and that an environment that is conducive to intellectual discourse is maintained at all times. Differences of opinion are likely and must be handled between student colleagues in a manner befitting their status as future academicians. Interactions of a threatening or violent nature will not be tolerated, and will be grounds for probation or dismissal.

Program terminations (dismissal for a reason other than GPA) are processed at the academic program/departmental level and may occur for a number of different reasons, including but not limited to:

- Inability to conduct research in a fashion appropriate with the accepted norms of a discipline,
- Inability to function within a team environment to the degree that it negatively affects the learning, practice and/or research of fellow graduate students,
- Demonstration of behavior that is not acceptable with the general community in which the student would be practicing should he or she graduate (typically clinical or school settings),
- Failure meeting one or more major milestone requirements,
- Inability to pass the diagnostic/ comprehensive examination/ preliminary examination after two (2) attempts,
- Failure to complete the doctoral degree/make progress towards the dissertation, or
- Extensive petitions for candidacy extension.

Review Procedure

When a retention problem occurs, it is the responsibility of the student's faculty advisor or major professor to collect all evidence relative to the student's performance in the primary area, support area, TAR area, preliminary examinations, and scholarly/behavioral concerns. A faculty advisor may assign this responsibility to more than one faculty member. This evidence is then presented to the DPPC. The DBSA representative is not included in retention issue discussions.

The faculty advisor or major professor will conduct a meeting of faculty in the primary area who are actively involved in the doctoral program. The purpose of the meeting is to make a recommendation to the DPPC. Departments may choose to conduct a secret ballot.

The faculty advisor or major professor will appear before the DPPC and present the recommendation of the department faculty. If the faculty advisor recommends continuation in the program, it is the responsibility of the faculty advisor or major professor to present specific remedial recommendations to the DPPC. These will include the student's future program of study, the student's eligibility to take the preliminary examination, and receipt of future assistantships or fellowships.

It is the responsibility of the DPPC to evaluate the evidence and recommendations presented to them. The DPPC also is responsible to ensure that retention policies are consistent within the College of Business and that they conform to university guidelines.

Appeals and Readmission after Dismissal

A student may appeal a recommendation for dismissal from the doctoral program. These include both University dismissals and College dismissals based on either the criteria specified above or receipt of a grade of fail (F) on the preliminary examination. Such a readmission must be requested by the student in writing and will be addressed to the faculty advisor with a copy to the Associate Dean for Academic Affairs. The procedures for reviewing these requests are the same as those for reviewing retention decisions as outlined above.

DISSERTATION POLICIES

General

After admission to candidacy, all doctoral candidates write and defend a dissertation as the final phase of the Ph.D. program. The following sections contain basic guidelines for the selection of a committee, and registration for dissertation hours. It is the responsibility of the student to familiarize yourself with University Guidelines related to dissertation format.

Dissertation Hours

The student will be admitted to candidacy and may enroll in dissertation hours (MAR 6980) only upon completion of the preliminary examinations (MAR 8964), the formal assignment of a passing grade in MAR 8964, and the successful presentation of the second-year research paper or milestone project. The student will receive a registration number provided by the College of Business Graduate Office in every semester in which MAR 6980 is taken. The candidate will receive a grade of Incomplete (I), Satisfactory (S), or Unsatisfactory (U) for any dissertation hours taken.

- All students must register continuously for a minimum of 2 dissertation hours from the semester they pass their preliminary exam and are admitted to candidacy through the semester they graduate. This includes summer semesters.
- A student on an assistantship must register for a minimum of 9 hours of credit, at least 2 of which must be dissertation hours, each semester. A student receiving financial aid is required by the Financial Aid Office to register for 6-12 hours (unless on an assistantship).
- A student who is not on an assistantship must register for a minimum of 2 dissertation hours in the semester of the dissertation defense, since it is presumed that the committee is actively involved in reading the final draft of the dissertation.
- A student who is not on an assistantship and is not in residence (on campus) must register for a minimum of 2 dissertation hours in each semester, including summers and the semester they graduate.

- International students are responsible for checking with the Center for Global Engagement to ensure they take the minimum number of hours to maintain their immigration status.

Scholarly Engagement

Doctoral students are expected to interact with faculty and peers in ways that may include enrolling in courses; attending seminars, symposia, and conferences; engaging in collaborative study and research beyond the university campus; and utilizing the library, laboratories, and other facilities provided by the university. The goal is to prepare students to be scholars who can independently acquire, evaluate, and extend knowledge, as well as develop themselves as effective communicators and disseminators of knowledge. In the College of Business, the following avenues are available to meet the scholarly engagement requirement:

- students who are on assistantships will continue to enroll in dissertation hours for the duration of their degree program,
- students who are no longer on assistantships and have left campus but are continuing to work on their dissertation with the intention of eventual completion should continue to communicate with their colleagues on campus to engage in collaborative study and research. Continuous enrollment in a minimum of two dissertation hours per term will assure continued access to university resources such as libraries, databases, and other facilities.

Dissertation Committee

The dissertation committee approves both the nature and scope of the dissertation topic and the research methodology to be used. In general, the candidate is expected to finalize the selection of a dissertation committee and have an approved topic by the end of the semester following completion of the preliminary examinations.

The candidate, in consultation with the faculty advisor and department chair, selects the committee chair. Once the committee chair has agreed to serve, the candidate and the chair work together in consultation with the faculty advisor to recruit the remaining committee members. The committee composition is submitted to the Associate Dean for Academic Affairs by the department chair for formal appointment. The department chair is responsible for ensuring that the approved committee members are notified of their appointments. Each year the supervisory committee, the major professor, or the student's advisor prior to selection of a major professor will assess the progress of the student in writing and will make available copies of the annual review to the student, the departmental chair, and the academic dean.

The dissertation committee consists of at least four members, all of whom must have Graduate Faculty Status or Graduate Teaching Status with Co-Doctoral Directive Status. Members of the committee must include at least two members from the candidate's primary area and a University Representative from a different department of the university. The University Representative is normally from the student's support area. The dissertation chair, one other member from the candidate's primary area, and the University Representative must all be tenured, hold GFS and be qualified to chair dissertations in their home department.

A supervisory committee's judgments on the quality of a student's thesis or dissertation should be independent, unbiased, and based solely on the academic merits of the work before them. Any other standard risks a breach of professional ethics or law and undermines the integrity of the process and those involved. Any personal, professional, or financial relationships (e.g. involving the major professor, supervisory committee members, and/or student) that may create the perception of bias in that process must be avoided. Immediate family members, domestic partners and married couples are restricted from serving together on the same supervisory committee in any capacity as this could potentially lead to a perception of bias. For the purposes of this policy, immediate family members are defined as a parent, grandparent, spouse, sibling, child or grandchild by blood, adoption or marriage. Exception requests for extenuating circumstances can be submitted by the unit's academic dean to the Dean of the Graduate School for consideration. However, for doctoral supervisory committees, under no circumstances can a Committee Chair (or Co-Chair) and University Representative be immediate family members, domestic partners, or a married couple. The University Representative must be drawn from outside the student's department (as well as outside the student's degree program for interdisciplinary programs) must be a fully tenured member of the faculty with Graduate Faculty Status (GFS) and should be free of conflicts of interest with other members of the supervisory committee. Financial conflicts of interest would not include the typical practice of hiring a student on a university assistantship in the home unit but would include the student being hired by the major professor's private company.

If any such conflict of interest exists, it should be reported by the department chair to the academic dean's office of the student's academic unit, who will evaluate the situation for potential harm and take appropriate action. If questions or irregularities arise that cannot be resolved within the academic unit, the dean's office should contact the Dean of the Graduate School or designee for resolution by submitting an exception request to the Graduate School.

Beyond GFS, a faculty member must also meet the following minimum qualifications to chair a doctoral dissertation committee: has (1) served on three completed dissertation committees, (2) obtained a publication record that would warrant, or has warranted, promotion to associate Professor, and (3) published at least one top-tier refereed journal article in the last five years. Faculty holding GFS are expected to actively engage in graduate education through teaching, mentoring and research supervision. They should show evidence of research-based scholarship and/or creative work resulting in peer-reviewed publications or equivalent work.

Exceptions to the minimum qualifications for chairing doctoral dissertations and teaching doctoral seminars may be approved on a case-by-case basis by the College of Business DPPC.

Prospectus

The candidate must present and orally defend a dissertation prospectus (proposal) to the dissertation committee according to the guidelines specific to the primary area. The approval of the proposed research by the committee assures the candidate that there is agreement on the nature and scope of the topic and on the methodology to be used. Notice of approval of the prospectus is submitted to the department chair and the Associate Dean for Academic Affairs by

the dissertation committee chair. In general, the candidate is expected to complete a successful defense of the dissertation prospectus within two semesters of completing the preliminary examinations. Although there is no formal retention requirement on this issue, the eligibility for supplemental aid through additional teaching assignments is closely related to the timeliness of the defense of a dissertation prospectus. The Graduate Programs office must enter the composition of the supervisory committee into the online Graduate Student Tracking system in a timely manner, but no later than the second week of classes in the semester that the student intends to graduate.

Dissertation Defense

When the committee believes that the dissertation is ready for final presentation, the candidate must successfully defend the dissertation before the committee and any other individuals interested in attending. At this time, the candidate should register for MAR 8985. It is recommended that students defend no later than the eighth week of classes in the semester of intent to graduate. Students are required to defend by no later than the Manuscript Clearance Deadline in the semester of intent to graduate. Consult the Graduate School website for more information.

Detailed information concerning the dissertation defense and the administrative responsibilities of the major professor (committee Chair) can be found in the Graduate School's Policy Database <http://policy.gradschool.fsu.edu/students>.

The Graduate Programs office should be notified of the date and time of the final defense. In the event that the committee is not able to find a common date and time to convene a meeting for the dissertation proposal or final dissertation defense, members may be allowed to participate via distance technology upon the approval of the committee chair. All committee members must attend the defense in real time, either by being physically present or participating via distance technology. If exceptional emergency circumstances, e.g. medical or other emergency situations prevent the participation of a committee member then it may be necessary to arrange for an additional appropriately qualified colleague (proxy) to attend the defense. A minimum of four members with Graduate Faculty Status must participate.

Time Limit for Completion

All requirements for the doctoral degree must be completed within five calendar years from the time the student passes the preliminary examination-and is admitted to candidacy. If the requirements are not completed, the candidate may be required to retake preliminary examinations and/or course work to continue in the doctoral program. If the student's major professor and/or Department Chair does not choose to either approve an Extension of Time (EOT) or require the student to take the preliminary exam and/or coursework again for readmission to candidacy, then the major professor may recommend to the DPPC that the candidate be dismissed from the program, and the student may no longer be enrolled in that program.

In unusual cases, it may be possible to obtain an extension of the five-year limitation from the Dean of the Graduate School while waiving the requirement that the preliminary examination be retaken. Such an extension will normally be granted only when it is clear that the student has remained current with respect to knowledge and techniques in the field. Any request for an extension of the five-year limitation must have the approval of the majority of the dissertation committee, the major professor, the department chair and the Associate Dean for Academic Affairs before it is sent to the FSU's Graduate School for final approval. The recommendation for an extension is presented to the department chair for forwarding to the Associate Dean for Academic Affairs.

Faculty Academic Judgment

Successful completion of coursework constituting the student's program of study, comprehensive exam, preliminary exams, defense of prospectus, and defense of dissertation does not guarantee continuance in a doctoral program or award of the doctoral degree. Faculty judgment of the academic performance of the student is inherent in the educational process in determining whether the student should continue to be enrolled, admitted to doctoral candidacy, and awarded the doctoral degree.

DOCTORAL SUPPORT RESOURCES AND FACILITIES

In addition to financial support, College of Business doctoral students enrolled at Florida State University have access to a variety of support resources. The College of Business' IT Department operates a computer lab dedicated for doctoral student use. Students will find that the computer lab, located in the Rovetta Business Building, provides convenient university FSUCard access 24 hours a day, seven days a week. This lab provides ample access to computer services and is equipped with computers running all of the popular Windows software including word processing (Word), spreadsheet (Excel), database management (Microsoft Access), and presentation graphics (PowerPoint). Also available in the doctoral student computer lab are a variety of statistical analysis software packages including SAS, SPSS, Matlab, and STATA. Research support software, such as Acrobat Professional and EndNote, is available on each computer. Two high-speed laser printers with duplex printing capabilities provide printing support in the lab.

Research data sets utilized by the College of Business through Wharton Research Data Services (WRDS) include: COMPUSTAT (financial statements), Center for Research in Security Prices (CRSP) (stock prices), Audit Analytics, EVENTUS, First Call, IRRIC, International Brokers' Estimate System (IBES,) IvyDB and OptionMetrics. Other research data sets are maintained locally, such as Incentive Lab, Factiva, the National Association of Insurance Commissioners (NAIC) and SDC – Mergers and Acquisitions.

A full list of available software and datasets can be found at <https://resources.business.fsu.edu/resources/it>.

The University's Information Technology Services (ITS) group maintains a campus-wide wireless network that allows mobile users to connect to campus computing resources. Wireless connectivity is available in virtually every space within the College of Business and in most

public spaces throughout the university.

ITS also operates several campus-wide computer systems including e-mail (Exchange), classroom support, University Infrastructure (OMNI), and several research-intensive supercomputers. FSU provides all students with an email address. Students access academic materials and administrative tools through a secure environment from either on or off campus.

Another service ITS provides is myFSUVLab, which allows students to access most statistical software from outside of the doctoral computer lab or even off-campus. Additional information about the virtual lab can be found at <http://its.fsu.edu/Computing/Computer-Labs/myFSUVLab>.

Canvas, located at campus.fsu.edu, provides the university community a secure environment for teaching and learning, participating in sponsored organizations, and using Secure Applications to transact University business.

Finally, doctoral students are provided office and study space within the Rovetta Business Building while they are in residence. Incoming students typically share a large open office area, while more advanced students may have their own cubicle space or share an office with one or more other students. Students will be provided with a desktop computer if they wish, although many students prefer to bring personal laptop computers. Additionally, FSU students have a no-cost subscription to Microsoft Office 365 Pro Plus. The subscription allows installation of the software on up to five computers and five mobile devices. More info at <http://its.fsu.edu/Software/Microsoft-R-Office-365-ProPlus>.

DOCTORAL BUSINESS STUDENTS' ASSOCIATION (DBSA)

Doctoral study at Florida State University is a collegial experience and involves considerable interaction among doctoral students and faculty. A major vehicle for making this interaction effective is the Doctoral Business Students Association (DBSA). The DBSA brings doctoral students in business together for academic and social purposes.

Academic planning is coordinated through representation of doctoral students on the College of Business Doctoral Program Policy Committee (DPPC) by the President of DBSA (or that person's designated representative). The DBSA provides a forum for providing input to the DPPC on program design, academic policies and procedures, and other issues important to students. The DBSA is also active in orienting new doctoral students to the College of Business and the University.

The DBSA schedules social events throughout the academic year involving doctoral students, faculty, and their families. These events provide opportunities to know each other on a more personal basis in a relaxed environment. The number and types of events scheduled each year varies, according to the preferences of the doctoral students.

The formal structure of the DBSA consists of officers elected by the doctoral student body. This group of officers presents opinions and suggestions to the Associate Dean for Academic Affairs,

and receives and disseminates information from the College to doctoral students. This information flow includes both college-related matters and information on job opportunities and availability of financial grants, scholarships, and fellowships.

The officers encourage new doctoral students to become active in the DBSA. The experience with DBSA adds an important dimension to the doctoral program at Florida State University.

Revised 5.13.2022 ek

MARKETING DOCTORAL PROGRAM OF STUDY

The Marketing faculty seeks to add students to its program who are interested in and have the potential to pursue academic careers at leading universities and institutions throughout the world. It is the objective of the Marketing faculty to provide students with the training and experience that will permit them to pursue these academic careers. The curriculum is designed to accomplish this objective. However, attainment of the objective requires that each student admitted to the Doctoral Program makes a commitment to:

- Achieve a broad awareness of the various issues that constitute the field of marketing and an integrative understanding of their relationships.
- Develop abilities to design and conduct empirical research that is publishable in the leading journals of the student's primary interest area.
- Maintain a tradition of scholarship and a professional commitment to excellence in teaching and instruction.

Program of Study Outline (POS)

During the first semester in the program, doctoral students will be assigned a Mentoring Committee (consisting of three faculty, one of whom serves on the PhD Policy Committee) which will serve as the student's primary reference for coursework and research. The Committee will work with the student to design a program of study consistent with departmental requirements, the students' interests, and relevant previous graduate work. A program of study outline (POS) is completed and signed by the chair of the mentoring committee, Program Director or the Department Chair, and the Associate Dean for Academic Affairs as a minimum form of record specifying the schedule of course work required of the individual student. It is the joint responsibility of the student and the committee chair to ensure that the completed and signed form is on file with the College of Business Graduate Office by the end of the student's first semester for the primary area course work.

The POS form is to be updated by the end of the student's second semester for the support area course work and tools and analytical research (TAR) course work. Any changes to the POS must be approved by the committee chair and by the Associate Dean for Academic Affairs. At the time of the annual review (described later), changes to the plan should be noted and approved. Once designated, the supervisory committee should be included as part of the approval process for any changes to the Program of Study.

General Prerequisites

Students should plan to spend five years in residence. The first two years are devoted to coursework and preparation and completion of doctoral examinations. The remaining three years are devoted to the development and completion of a doctoral dissertation. All marketing doctoral students must satisfy the following prerequisites, either through completion of a master's program or prior to their first year in the doctoral program:

- MAC 2233 - Business Calculus
- MAN 5716 - Business Conditions Analysis
- ECP 5706 - Managerial Economics
- MAN 5501 - Production and Operations Management
- MAR 5816 - Marketing Strategy
- EDF 5400 - Introductory Statistics: Description and Inference
- EDF 5488 - Computer Analysis of Educational Data

Program Structure

The curriculum is structured into three areas: Theory, Methodology (referenced as TAR courses), and Professional Development. Each of these areas is discussed in turn below.

Theory Requirements

The theory area requires fifteen (15) hours of graduate coursework in Marketing. The courses are:

Required Courses:

- MAR 6575 – Seminar in Consumer Behavior Theory
- MAR 6817 – Seminar in Services Marketing
- MAR 6828 – Seminar in Business-to-Business Marketing
- MAR 6506 – Seminar in Consumer Behavior Methods
- ISM 6979 – Seminar in Philosophy of Science

Elective Courses:

- MAN 6275 – Organizational Behavior I
- MAN 6306 – Seminar in Human Resource Management
- MAN 6235 – Seminar in Organizational Theory
- MAN 6795 – Seminar in Strategic Management: Selected Topics
- MAN 6932 – Seminar in Strategic Management I: Literature

Each of these courses will trace development of thought in an area of marketing or analytics to its current state and provide the necessary knowledge to add to the discipline. A minimum of 3.20 overall grade point average is required in the Primary Area. The readings list for each course will consist primarily of original research articles from respected scholarly journals.

Methodology (TAR) Requirements

The purpose of the sequence of research tool courses is to provide the student with the technical skills to write a dissertation and to conduct other high-quality publishable research in the area of primary interest. A minimum grade point average of 3.20 in the TAR area is required.

A minimum of eighteen (18) hours of coursework is required. Marketing doctoral students should plan to take the following six courses:

Required Courses:

- MAR 5625 – Marketing Research and Analytics
- MAR 6665 – Seminar in Marketing Models
- MAR 6636 – Multivariate Statistics
- STA 5207¹ – Applied Regression Methods
- STA 5206 or EDF 5401 – ANOVA or General Linear Models
- MAN 6917 – Seminar in Research Design

¹May substitute **ECO 5416** Econometrics I and **ECO 5423** Econometrics II. This would allow students to take **ECO 5427** Limited Dependent Variables and **ECO 5428** Time Series in the first-year summer. Students could then take **ECO 5424** Panel Data in the fall of the Second year. Students can also substitute **ECO 5420** for either STA option.

Elective Courses:

- ECO 5114 – Applied Microeconomics I
- ECO 5416 – Econometrics I
- ECO 5420 – Applied Econometrics
- ECO 5423 – Econometrics II
- ECO 5424 – Econometric Methods for Panel Data
- ECO 5427 – Limited Dependent Variable Models
- ECO 5428 – Time Series Models

- STA 5066 – Data Management with SAS
- STA 5238 – Applied Logistic Regression
- STA 5635 – Applied Machine Learning

Professional Development Requirements

The purpose of the sequence of courses is to prepare each individual for a career as a marketing academician. The course offerings are included below:

Required Courses:

- MAR 6918 – DIS for Publication
- MAR 6919 – Supervised Teaching
- GEB 6904 – Readings for Examination

In addition to these courses, first and second year students will participate in a professional development series (GEB 6931) that will be an additional registered course in each semester of the first two years of the program.

Suggested Course Sequence for Marketing Doctoral Students

	Fall	Spring	Summer
First Year	ISM 6979: Seminar in Philosophy of Science ^a MAR 6575: Seminar in Consumer Behavior Theory STA 5207: Applied Regression Methods ¹ GEB 6931: Professional Development	MAN 6917: Seminar in Research Design ^a MAR 6506: Seminar in Consumer Behavior Methods MAR 6817: Seminar in Services Marketing GEB 6931: Professional Development	MAR 5625: Marketing Research and Analytics MAR 6918: 1 st Year Paper DIS (3 hours)
Second Year	MAR 6828: Seminar in Business-to-Business Marketing ^a ECO, STA or MAN Course ² or Support Area 1 GEB 6931: Professional Development	MAR 6665: Seminar in Marketing Models (SEM) ^a MAR 6636: Multivariate Statistics ECO, STA or MAN Course ² or Support Area 2 GEB 6931: Professional Development	GEB 6904: Readings for Examination (6 hours) MAR 8964: Preliminary Examination (0 hours) MAR 6919: Supervised Teaching (3 hours) Second Year Paper
Third Year	Dissertation	Dissertation	Dissertation
Fourth Year	Dissertation	Dissertation	Dissertation
Fifth Year	Dissertation	Dissertation	Dissertation and Defense

^aMAR 6828 and MAR 6665 are offered in alternate years. Both 1st year and 2nd year students take the classes together. In the other year, both groups take ISM 6979 and MAN 6917.

¹May substitute **ECO 5416** Econometrics I and **ECO 5423** Econometrics II. This would allow students to take **ECO 5427** Limited Dependent Variables and **ECO 5428** Time Series in the first-year summer. Students could then take **ECO 5424** Panel Data in the fall of the second year. Students can also substitute **ECO 5420** for either STA option.

²Choices include:

STA 5066 Data Management and Analysis with SAS

STA 5238 Applied Logistic Regression

ECO 5114 Applied Microeconomics I

ECO 5416 Econometrics I
ECO 5420 Applied Econometrics
ECO 5424 Panel Data

MAN 6235 Seminar in Organizational Theory
MAN 6275 Organization Behavior I: Literature
MAN 6306 Seminar in Human Resources Management
MAN 6795 Seminar in Strategic Management
PSY 6919 Various course topics

YEARLY EVALUATION PROCESSES

First year

In addition to course grades, doctoral students are evaluated by the Marketing Doctoral Program Committee (MDPC) as a whole by the end of the first-year summer term. The MDPC will evaluate the student's overall progress in all respects, including the evaluation of a research proposal that is to be submitted to the MDPC (typically) before the end of the first six-week summer term.¹ This proposal is to be focused on the development of theory and identification of theoretical and managerial contributions within their field. The theory development in the proposal (along with formal hypotheses) should constitute the basis for the second-year paper (described later in this document). In addition, the proposal should develop initial research questions that can be used to guide future research (i.e., a research stream that will guide the student through the dissertation and beyond). The proposal should be developed through the primary effort of the student (but guidance from the Mentoring Committee is expected) and be substantively different from prior/course papers. In other words, the writing must be the student's, but instructors and advisors can provide feedback. The student will also be evaluated on a presentation of the proposal that takes place either in summer or early fall. Problem areas will be discussed with the student, and remedial steps may be required. If the paper or presentation is judged to be sufficiently poor by the MDPC, the student will be considered for dismissal from the program.

Second Year

By the end of January in the second year, each student shall receive a "research readiness" evaluation by the MDPC. This is a broad assessment based on the overall performance of the student in the program. A designation of research readiness is required prior to the student taking the comprehensive exams (outlined in the next chapter). Failure to receive a designation of research readiness may result in delayed comprehensive exams or dismissal from the program.

In addition, by the end of the summer of year 2, the student must complete a submission to a peer-reviewed top-tier international conference (e.g., AMA, ACR, SCP, Frontiers, MPPC, Marketing Science) or to a peer-reviewed journal, preferably a journal listed on the "FT 50".

¹ Information about the exact timing for this process is provided to doctoral students by the Doctoral Coordinators.

This must be an original study and can be coauthored. Failure to submit to the Ph.D. coordinator (a) verification that this manuscript has been submitted to the conference/journal or (b) verification from the advisor that this paper is on track to be submitted by the end of the summer of the second year can result in the student being delayed in his/her progress in the program and/or can result in the student being considered for dismissal from the program. In addition, students in the second year will also complete a 'second year paper', which will be presented in a public forum.

Third Year

At the beginning of the second semester of the third year, each Marketing PhD student will indicate to the program director their wish as to whether they want to stay on campus for a fifth year. Shortly thereafter the MDPC will meet to consider this input from that cohort of students and other input as it sees fit. The Department Chair will advise the Committee as to the availability of funds for a fifth year, and how many students can be supported for a fifth year.

The Committee will then consider granting a fifth year, for each requesting student, taking into account the department chair's funding situation, the student's class work, the results of the Comprehensive Exam, the second-year presentation, and in general the student's potential for creating high quality and impactful research. In effect, the Committee will assess the potential of the student for a placement in a research-oriented department, as compared to a balanced or teaching-focused department. Fifth year funding is explicitly not to be granted to students who are behind in the program or who have performed poorly on the fourth-year job market.

A student's acceptance of a fifth year, should it be granted, serves as that student's notice of intent to allocate full effort to attain placement at a peer or aspirant university. The Committee will report its decision to the Department Chair, to the student, and the College Graduate Office.

All Years

In accordance with the graduate student union (see evaluation form template on the last page), all students will undergo a formal evaluation at the end of each year in the program. Students who are performing poorly will receive an "official concern" designation. Students who receive two such designations at any point during the program will be considered for dismissal from the program.

Students who either leave the program to take a visiting professor position or are no longer in residence for any other reason may lose funding, subject to review by the MDPC.

Below you can see a summary table of each year's activities:

Year	Activity	Due Date	Notes
1	Draft Program of Study	December	Assisted by the Mentoring Committee
	Final Program of Study	May	Assisted by the Mentoring Committee
	Evaluation	Early May	Per Graduate Student Union Guidelines
	Oral Examination	Summer	Conducted by at least 3 faculty members
	Research Paper Manuscript	Summer	Email to Advisor & PhD Program Director
	Research Paper Presentation	Summer	Arrange time with PhD Program Director
2	Research Readiness	Late January	Determined by the PhD Policy Committee
	Evaluation	Early May	Per Graduate Student Union Guidelines
	Comprehensive Examination	May	Two days of two questions each
	Research Paper Manuscript	Summer	Email to Advisor & PhD Program Director
	Research Paper Presentation	Summer	Arrange time with PhD Program Director
	Paper Submission	Summer	Submission verified by PhD Program Director
3	Fifth Year Declaration	Early January	Intention to apply for a fifth year or not

Table – Summary of Yearly Activity

MARKETING PRELIMINARY EXAMINATION

During the late spring and summer terms of the second year, all students must successfully complete the comprehensive/preliminary exam and research paper. Both must be completed to enter the dissertation phase of the doctoral program. The preliminary exam is a closed book methods comprehensive exam that is to be completed during or as close as possible to the time between the spring and summer terms of the second year. The research paper that is to be submitted and presented (typically) in the week between semesters B and C in the summer of the second year (information about the exact timing will be provided to students by the Doctoral Coordinators).

Successful completion of both the comprehensive exam and research paper allows students to enter the dissertation phase of their doctoral program. Failure to pass one or both parts of the exam will lead to remedial action or dismissal from the program as specified by the MDPC. Details regarding both aspects of the comprehensive exam process are provided below.

Students can take the preliminary examination for admission to candidacy **only two times**. A second failure on the preliminary exam makes the student ineligible to continue in the degree program. The second attempt at the preliminary exam **shall occur no sooner than six full class weeks after the results of the first attempt are shared with the student**. For the purpose of this policy, a “full class week” is defined as a week with five days during which classes are held at FSU. Students must be registered separately for their first and second attempt, if necessary within the same semester, and must receive either a “pass” or a “fail” grade for each attempt. An exception request regarding the timing of the re-examination can be submitted for consideration to the Academic Dean’s Office by either the student or the supervisory committee. Students who allege that academic regulations and/or procedures were improperly applied for the re-examination of their preliminary exam may have their grievances addressed through the general academic appeals process.

The Methods Comprehensive Exam

- Doctoral students in marketing nearing the end of their second year are required to sit for a closed book methods comprehensive exam. The exam will consist of four questions that will be answered over two half-day sessions.
- The exam will take place as close as possible to the period between the end of the spring semester and the beginning of the first summer term in the second year. All students sitting for the exam in a given year must sit for the exam at the same time. Exceptions to this rule will be considered by the MDPC and granted only for very extreme circumstances. In addition, both sessions must occur within two days of each other. For example, it is possible to schedule sessions on Monday morning and Wednesday afternoon, but not on Monday morning and Thursday morning.
- Each of the two sessions will last no longer than four hours, during which students must answer two questions during each session.

- Students will receive a list of research methods or techniques that may be covered on the exam. Any and all information related to these techniques should be considered in the answers; however, students are especially encouraged to utilize seminal works or highly cited articles relating to the techniques, wherever possible. The list of techniques will be delivered to students by the end of the third week of the spring term.
- Exams will be written and graded by the Comprehensive Exam Subcommittee (CES), which consists of any or all members of the MDPC. The CES meets every year in late fall or early winter and then as much as needed thereafter to perform the committee functions as summarized below.
- The primary function of the CES is to write and grade four questions for the methods comprehensive exam, which is one of two parts of the general comprehensive exam process that doctoral students must pass at the end of their second year in the program.
- The CES can request any or all members of the tenure-track marketing faculty to submit questions for the exam. If a question is used on the exam that is written by a non-CES faculty member, that person can take part in the grading process for that question, subject to the discretion of the CES.
- Whenever possible, the CES will write “integrated” exam questions. That is, questions will be written as much as possible to cover two or more methods. This approach is useful for several reasons. First, it helps avoid the tendency to organize questions on the basis of individual seminars or individual topic areas (the “silo” approach). Second, it facilitates the ability to limit the number of questions to four, even when more than four topic areas are possible. Third, it encourages thinking about research methods in an integrated manner, consistent with best practice.
- The CES is to prepare (but not distribute) detailed answer outlines for every question it writes.
- Questions are graded by all committee members and possibly an outside member who wrote a particular question. The question writer will serve as the lead grader, with the other committee members acting as reviewers for the question.
- Exams will be graded by the CES within two weeks of the last day the exam was taken. The committee will use a 100-point scale to grade the exam where:
 - 90+ is a high pass
 - 80+ is a pass
 - 70+ is a low pass
 - < 70 is a fail

It is at the discretion of the CES, based on a student’s performance, to recommend to the MDPC that a student passes or whether remedial action should be undertaken. Remedial steps will be decided by the MDPC and may include re-sitting for individual questions to re-sitting for the

entire exam. It is also at the discretion of the MDPC to decide whether students will re-sit for the same question(s) or whether new question(s) should be devised. If performance is sufficiently poor as judged by the CES, the student may be considered for dismissal from the program.

- The CES should meet with all exam-taking doctoral students, as a group, each year before the exam, to clarify the exam and advise them on test-taking strategies.

The Research Paper

- Doctoral students in marketing nearing the end of their second year must submit and present a research paper to all members of the MDPC. The paper is to be submitted and presented (typically) in the period between summer sessions B and C in the student's second year (information about the specific timing will be provided by the Doctoral Coordinators).

The research paper should be of suitable quality to receive, in its current form, an "R&R" invitation from a mid-level journal. Exemplar journals include but are not limited to: *Journal of Business Research*, *Psychology & Marketing*, *Journal of Personal Selling and Sales Management*, *Journal of Product Innovation Management*, *Industrial Marketing Management*, *Journal of Interactive Marketing*, *Journal of International Marketing*, *Journal of Public Policy and Marketing*, *Journal of Service Research*, and *Journal of Advertising*. Further, the following weights will be used to grade the paper: Theory development (50%), method and sample, etc. (10%), measures, instrument design, analysis and interpretation (20%), sound discussion of research and managerial implications (20%). In the case of papers without data, the method and analysis weights are applied to theory development.

- Papers will be reviewed by all members of the MDPC within two weeks of submission. MDPC members, at their discretion, can provide students with written and/or oral feedback that should be considered before the paper is submitted to an appropriate outlet.
- Students who fail to meet the standard as specified above can be asked to revise their papers or considered for dismissal from the program. If after a revision is performed and the paper still does not meet the stated standard after the revision, the student will be dismissed from the doctoral program. Exceptions to this rule will be considered by the MDPC and granted only for very extreme circumstances.
- The research paper can be related to prior works submitted during coursework or to scholarly outlets, or can be entirely new. In the development of second year papers, faculty may guide students, review the paper and provide feedback. However, the student needs to do the majority of the work, consistent with first authorship, and faculty involvement should reflect an advisory role at the stage when the paper is submitted for departmental review. Enlistment of help from other people is restricted to menial tasks, such as data entry, coding exercises, and copy editing.
- Students are expected to use MAR 6918 – DIS for Publication – as the impetus for developing their research papers. This course is taken in the spring term of the second year and is overseen by a marketing faculty member.

- Students are encouraged to use this process as the basis for a dissertation topic. For example, the research paper could be considered the first essay of a dissertation that enlists the three-essay method. It is therefore advisable for students to work with the faculty member that will chair their dissertation committee.

The paper presentation is to be attended by the MDPC, but it is also open to the academic community at large. Other interested parties, particularly marketing faculty and doctoral students, are encouraged to attend.

The MDPC maintains this policy memo, which explains the entire comprehensive exam process, so that a standard procedure is established in the department.

As an incentive to publish research in highly regarded journals, students who reach the comprehensive exam phase of their program with either one paper accepted at a premier journal (currently defined as a Journal in the UT Dallas list) or two papers accepted at highly regarded journals can request exemption from the MDPC for one or both parts of the comprehensive exam. Requests will be granted based on such considerations as the quality of the publication outlet(s), the student's role in the paper, and the number of coauthors.

Students should expect to enroll in nine hours of GEB 6904 – Readings for Examination and zero hours of MAR 8964 - Preliminary Examination – in the summer term of their second year.

CONCLUDING REMARKS

The faculty members in the College of Business are committed to a high level of involvement with doctoral students. Doctoral students will find that faculty members are available and highly supportive in developing the teaching and research competencies of doctoral students. This emphasis on excellence begins with admissions decisions, carries through the coursework and the dissertation phases, continues in high-level placement of graduates and culminates in joint research and publication after graduation.

Doctoral students are expected to exhibit a high commitment to excellence in their coursework and related teaching and research responsibilities. If problems occur during the doctoral program of study, doctoral students are encouraged to seek out the primary area faculty, department chair or the Associate Dean for Academic Affairs for resolution.