



**Ph.D. in Business Administration
Program Handbook
2025-2026**

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Accounting Faculty Directory

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Ph.D. in Business Administration

The purpose of the doctoral program is to prepare candidates for careers in university research and teaching, as well as for administrative and research positions in business, government, and philanthropic organizations.

The doctoral curriculum emphasizes scientific study of decision making in an administrative context and the development of research abilities. The major thrusts of the business administration curriculum are professional discipline and theoretical research, which lead to further development of the discipline and to scholarly problem solving.

Program of Study

Candidates for the Doctor of Philosophy in business administration degree must satisfy the graduate faculty of the college that they have achieved:

1. a mastery of a primary area of concentration,
2. a high degree of proficiency in a support area, and
3. a competency in the use of analytical and research tools.

Students will plan their program in consultation with a major professor and an advisory committee. The primary area of study must be selected from either accounting, finance, management information systems, marketing, organizational behavior and human resources, risk management and insurance, or strategy. A support area may be selected from a non-business discipline or from another business discipline.

A minimum of one year of teaching and/or research is required of all candidates for the Doctor of Philosophy in business administration degree.

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 register for GEB 6931 Professional Development for 3 credit hours in the first two fall and spring semesters.
- Students on an assistantship must register for GEB 6931 each fall and spring semester. The number of hours may change after the second spring semester.
- 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 ensure continued access to university resources such as libraries, databases, and other facilities

The professional development series is designed to introduce doctoral students to the roles and responsibilities of faculty, including research ethics, communication with faculty at other universities, the research review process, balancing research, teaching and service, among other topics. The professional development series will also include engagement through other department events, including but not limited to speaker series, workshops, defenses, and conferences.

Preliminary Examinations

Comprehensive written examinations are given over the primary and support areas upon completion of all coursework. An oral examination may be given over the student's primary and support areas once written examinations have been completed. The entire examination process will normally take place within the scope of a single semester. While the tools and analytical research area does not include a comprehensive examination, students must earn a grade of "B" or better in each of

the courses in the area. All incomplete grades must be removed prior to taking the doctoral primary and support exams and enrolling for dissertation hours.

Annual Evaluations

Each year, the supervisory committee, the major professor, or the student's program coordinator 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. Evaluations will be reviewed based on academic performance as well as assigned TA/RA responsibilities for the academic year. Annual evaluations are typically performed in the summer semester.

Doctoral Policy Committee

The Doctoral Policy Committee shall be responsible for making recommendations to the general faculty on policy and curricula, and for implementing procedures for doctoral study. The committee shall consist of a representative of each academic department, and a non-voting doctoral student. The representative for each major will be appointed by the respective department chair. In addition, the dean shall appoint the Associate Dean as an ex-officio member of the committee. The current committee members are:

- Accounting – Dr. Landon Mauler
- Finance – Dr. Irena Hutton
- Management Information Systems – Dr. Xinlin Tang
- Marketing – Dr. Colleen Harmeling
- Organizational Behavior & Human Resources – Dr. R. Michael Holmes
- Risk Management & Insurance – Dr. Patricia Born
- Strategy – Dr. R. Michael Holmes

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. Financial awards consist of both a research assistantship and a teaching assistantship.

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.

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 their doctoral program coordinator by the end of the second spring term in the program. The program faculty, in consultation with the department chair, will provide students with 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 doctoral program coordinator and 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 the 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 a minimum of 9 credit hours. [University-wide standards](#) must be satisfied.

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 and the teaching assistant.

The department chair is responsible for assigning the doctoral teaching assistants and for implementing these guidelines for the teaching assistants. 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 Essential Policies & Practices Training for TAs before the beginning of the Fall term and, if appropriate, the preparation courses in the Spring term.
- Confer with the department chair about the topics covered in the course.
- Submit a copy of the course outline/syllabus to the department chair 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/>). These offices provide training through the Essential Policies & Practices Training for TAs. This training is required for all TAs and must be completed in its entirety prior to the start of the first term of employment as a TA.
- Review the university Instructional Strategies & Tools that may be viewed online: <https://odl.fsu.edu/training-workshops>
- Discuss any special situations or problems concerning the course or students with the department chair.
- Keep the 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 department chair, especially if it is the first time you have taught the course.

- Avoid assigning incomplete grades, if at all possible. The 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 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.*

Essential Policies & Practices Training for TAs

The College of Business is an active participant in the university teaching assistant training – Essential Policies & Practices Training for TAs – and requires all doctoral teaching assistants to participate in this program through the following actions:

- New teaching assistants will take part in the Essential Policies & Practices Training for TAs teaching conference by the first day of the TA appointment of the fall semester of the first year.
- Teaching Assistants who are appointed to teach 3/4000 level courses within the College of Business must pass their department's supervised teaching course.
- Teaching assistants are encouraged to attend one or more of the scheduled 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 department chair as having particular difficulty in the classroom may be required to use this service.

The Center for Advancement of Teaching sponsors annual teaching awards that include a cash award. For additional information, contact the program coordinator or their web site: <https://teaching.fsu.edu/the-outstanding-teaching-assistant-award/>.

College Teaching Assistant Awards Program

In addition to the University teaching awards, the College of Business offers each spring several 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 Policy Committee (DPC). Nominees should not have won the award previously. The DPC 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.
- 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 the nominee taught,
- Summaries of grade distributions from the last two semesters in which the 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 credit must be earned through Florida State University or its official consortium 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 doctoral program coordinator and the supervising faculty members 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. 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:

The incomplete grade policy is found in the Graduate Bulletin [Academic Regulations section](#). 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.
- If the incomplete grade in courses taken more than two semesters ago is not satisfied, the grade will be changed to the default grade, and the student may be required to formally repeat the course. All grades and progress are reviewed semesterly by the DPC, and the DPC will 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 any required course, including scholarly engagement and 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 by the end of the second week of the semester following the completion of the preliminary exam. The committee must approve the dissertation topic by the end of the sixth week of that same semester. The defense of a dissertation proposal must be completed 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 effectively collaborate with fellow students and with faculty, and that an environment that is conducive to intellectual discourse is always maintained. 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, also outlined in the [Academic Regulations](#) section of the Graduate Bulletin) 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
- Multiple (extensive) petitions of Extension of Time requests.

Review Procedure

When a retention problem occurs, it is the responsibility of the student's faculty advisor (doctoral program coordinator before candidacy, or major professor/committee chair after candidacy) 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 DPC. (The DBSA representative is not included in retention issue discussions.)

The faculty advisor 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 DPC. Departments may choose to conduct a secret ballot.

The faculty advisor will appear before the DPC 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 to present specific remedial

recommendations to the DPC. 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 DPC to evaluate the evidence and recommendations presented to them. The DPC also is responsible for ensuring 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 readmission must be requested by the student in writing and will be addressed to the faculty advisor with a copy to the Associate Dean. 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 (i.e. ACG 6980, FIN6980, ISM 6980, MAN 6980, MAR 6980, or RMI 6980) only upon completion of the preliminary examinations (i.e. ACG 8964, FIN 8964, ISM 8964, MAN 8964, MAR 8964, or RMI 8964), the formal assignment of a passing grade in the preliminary exam course, 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 every semester in which dissertation hours are 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 6-9 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.

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 doctoral program coordinator and department chair, selects the major professor as the committee chair no later than the second week of the semester following the preliminary examination. Once the committee chair has agreed to serve, the candidate and the committee chair work together in consultation with the department chair to recruit the remaining committee members. The committee composition is submitted to the Graduate Programs office by the department chair for formal appointment. The department chair is responsible for ensuring that the approved committee members are notified of their appointments.

The dissertation committee consists of at least four members, all of whom must have Graduate Faculty Status (GFS) or Graduate Teaching Status with Co-Doctoral Directive Status (CDDS). Beyond GFS, a faculty member must also meet the following minimum qualifications to chair a doctoral dissertation committee:

1. has 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.

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.

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 DPC.

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.

Dissertation Proposal

The candidate must present and orally defend a dissertation 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. Approval of the proposal is submitted to the department chair, the Graduate Programs Office and the Associate Dean 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 proposal. The Graduate Programs office must enter the composition of the supervisory committee, specifically the major professor, into the online Graduate Student Tracking system in a timely manner, but no later than the second week of classes in the semester following the passing of the preliminary exam.

Dissertation Defense

When the committee believes that the dissertation is ready for the 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 Dissertation Defense (ACG8985, FIN 8985, ISM 8985, MAN 8985, MAR 8985, or RMI 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 and Manuscript Clearance Canvas site for more information.

Detailed information concerning the dissertation defense and the administrative responsibilities of the committee chair can be found on the Graduate School's Manuscript Clearance Overview page (<https://gradschool.fsu.edu/current-students/thesis-treatise-and-dissertation/manuscript-clearance-overview>).

Two (2) weeks prior to the final defense, the date and time should be submitted through the Manuscript Clearance Dissertation Announcement and submitted via email to the Graduate Programs office. 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 DPC 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 before it is sent to FSU's Graduate School for final approval. The recommendation for an extension is presented to the department chair for forwarding to the Associate Dean.

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

College of Business ITS Services

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's 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. Research data sets from other vendors 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 <https://canvas.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 through Fall 2025 and in Legacy Hall beginning Spring 2026 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 laptop computer. Additionally, FSU students have a no-cost subscription to Microsoft Office 365 Pro Plus. The subscription allows the 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 Policy Committee (DPC) by the President of DBSA (or that person's designated representative). The DBSA provides a forum for providing input to the DPC 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 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.

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 their departmental Ph.D. program coordinator, major professor, department chair, or the Associate Dean for resolution.

Appendix: Accounting Major

Program of Study

During the first year in the program, each Ph.D. student works with the Accounting Ph.D. program coordinator to design a unique program of study consistent with the student's interests, department requirements and the nature of previous academic work. A program of study (POS) form is completed and signed by the student and Accounting Ph.D. Program Director. The POS form specifies the minimum coursework required to advance to the Preliminary Examination stage of the program.

The first two years of the program are devoted to coursework and the development of research. The Accounting Preliminary Examination is scheduled for the summer of the second year. The final three years of the program are devoted to research, including the doctoral dissertation and other research projects. The program also includes professional development and supervised teaching.

General Prerequisites

It is required that all Accounting doctoral students satisfy the following prerequisites:

Undergraduate level courses in:

- Statistics
- Calculus
- Linear Algebra

The Accounting program coordinator must approve courses satisfying the above prerequisites or exceptions to the policy.

Primary Area

The primary area courses and seminars provide opportunities for in-depth study. The following five (5) courses are required in accounting:

- ACG 6885 – Intro to Accounting Research (Fall)
- ACG 6696 – Seminar in Financial and Auditing Research (Spring)
- ACG 6896 – Seminar in Capital Market-Based Accounting Research (Fall)
- ACG 6835 – Seminar in Behavioral Accounting Research (Spring)
- ACG 6916 – Research Paper Requirement

The Accounting Research Colloquium (ARC) meets regularly (typically on Fridays) to share the results of recent research conducted by FSU faculty and doctoral students and by invited scholars from other universities. Attendance at the colloquium is required of all accounting doctoral students. All students also meet with a rotating faculty guide to discuss the invited scholar's paper ahead of colloquium. For second year students, the professional development seminar requirement will be fulfilled through pre-colloquium participation.

Each student must complete a first-year paper proposal and a second-year research paper (ACG 6916). The first-year paper proposal is developed with the assistance of the Accounting Faculty during the first-year research assistantship. The first-year proposal is presented in the ARC at the end of the spring semester. The Accounting Ph.D. Program Committee will evaluate the proposal and presentation to determine whether the student is making substantial progress towards the degree. Unsatisfactory progress towards the degree results in dismissal from the program.

The second-year research paper is based on independent research by the student during the second year of the program under the supervision of a faculty member. It is the student's responsibility to seek out at least one faculty mentor who will approve a written proposal by the spring term of the student's second program year. Failure to obtain approval prior to the scheduled timing of the accounting preliminary examination may result in dismissal from the program. The second-year paper is presented in the ARC during the fall semester of the third year. The Accounting Ph.D. Program Committee will evaluate the paper and presentation to determine whether the student is making substantial progress towards the degree. Unsatisfactory progress towards the degree results in dismissal from the program.

Students must earn a grade of "B" or better in each letter-graded course to satisfy the primary area requirement. Students must earn a grade of "S" in ACG 6916. Note that this requirement means that only ACG 6916 is taken on an S/U basis to satisfy the primary area requirement.

Tools and Analytical Research (TAR) Area

In the TAR area, students typically take a selection of courses from the disciplines of statistics, economics, and/or finance. These courses provide the tools and skills necessary to understand and conduct doctoral-level research.

The TAR area in accounting consists of six courses and students must earn a grade of "B" or better in each course to satisfy the TAR requirement. Note that this requirement means that TAR courses must be taken for a letter grade.

Students must take the following three courses:

- GEB 6897 Applied Economics Bus Res I
- GEB ##### Applied Economics Bus Res II
- MAR 6636 Quantitative Methods

Plus, three (3) of the following, depending on your track of study:

Archival Track:

- FIN 6527 Seminar in Finance – Investments (Asset Pricing)
- FIN 6804 Foundations of Financial Theory (Archival Track)
- FIN 6842 Seminar: Empirical Methods in Finance (Archival Track)

Behavioral Track:

- PSY 6919 Research Design and Analysis 1 (Behavioral Track)
- ECO 5453 Advanced Experimental Economics (Behavioral Track)
- Approved elective

Support Area

Support area courses are selected to complement the primary area of study and to allow the student to pursue further his or her research interests. Normally, two courses are required in the support area. Support area course work is taken within and outside the College of Business. The support area will be a function of the student's particular field of study and could include courses from Psychology, Statistics, Finance or Economics. Specific courses are selected in consultation with the Accounting Ph.D. program coordinator. Courses must be approved by the Associate Dean. Students must earn a grade of "B" or better in each course to satisfy the support area requirement. Note that this requirement means that all support area courses must be taken for a letter grade. The support area courses cannot be used to satisfy other requirements.

Recommended support area courses include:

Archival Track:

- ECO 5424 Panel Data
- ECO ##### Approved Economics elective

Behavioral Track:

- ECO 5453 Experimental Economics
- ECO 6176 Behavioral Economics

Accounting Preliminary Examination

General

The preliminary examination is an evaluation of a student's qualifications for further advanced study and independent research. Satisfactory completion of the examination is required for admission to candidacy for the PhD degree. Students may not register for dissertation hours prior to the point in the semester in which the preliminary exam was passed. After completion of the admission to candidacy process, the student may retroactively add dissertation hours for that semester in which the preliminary exam was completed. Retroactive changes are only permitted if the preliminary exam is passed by the end of the seventh week of the semester. This date will be posted on the Registrar's calendar.

The main objective of the preliminary examination is to assess students' ability to integrate substantive accounting and interdisciplinary knowledge, covered in the Ph.D. program's common core courses, into coherent theoretical structures, and to apply such knowledge in developing relevant and interesting research questions and evaluating research paradigms/approaches appropriate for addressing those questions.

Scheduling and Administration

The Accounting Ph.D. Program Committee shall have responsibility for the preparation, administration and evaluation of the Preliminary Examination. The exam shall be offered annually, at the end of the summer semester. Students normally take the exam after two years in the program. To sit for the exam, students must meet the following criteria:

- Satisfactorily completed all primary area, TAR, and support coursework.
- Satisfactorily passed the 1st Year Paper proposal and presentation.

- Found a faculty mentor who will supervise and approve 2nd Year Paper proposal.

Students should register for GEB 6904, Readings for Examination, and ACG 8964, Doctoral Preliminary Examination, in the term in which they are taking the exam. The examination shall consist of multiple questions to be answered in written form. The examination shall be based upon the understanding, knowledge, and skills acquired during the first two years of the Ph.D. program.

If a student fails the preliminary examination before being admitted to candidacy, a re-examination may be offered by the student's supervisory committee or other relevant decision-making body within each department or unit, per that department or unit's doctoral student handbook. The Graduate Programs office and Associate Dean should be notified of the outcome of any preliminary exam attempt.

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.

Grading

This examination is designed to measure whether students possess the knowledge and ability necessary for further advanced study and independent research. Given the objectives of this examination, most questions will not have a single "correct" answer. The criteria for evaluation, therefore, shall include:

- Relevance of the answer (i.e., is the student discussing the issues raised by the question, and not other issues?),

- Cohesion of the answer (i.e., is the answer well organized, with each part supporting the whole answer?) and
- Evidence in the answer that the student possesses knowledge of the relevant research literature (i.e., does the answer reflect knowledge of the research literature pertinent to the issue(s) raised by the question?)

Answers must be written in a sufficiently understandable form (i.e., English grammar and structure) so that graders can make their evaluations. Each question will be independently graded by two faculty members, using the following scale:

Numeric	Verbal	
Score	Equivalent	Remarks
5.0	Distinguished	An outstanding performance at a level which would be expected to occur occasionally.
4.0	Good	A strong performance at a level which would be expected to occur frequently
3.0	Satisfactory	The minimum passing performance. Expected to occur frequently. Scores below this result in a failing grade and a retake of exam
2.0	Unsatisfactory	A failing performance with some redeeming features. Shows some familiarity with the material. Expected to occur occasionally.
1.0	Very Unsatisfactory	A failing performance with few redeeming features which would be expected to occur infrequently.
0.0	Failure	A failing performance with no redeeming features which would be expected to occur extremely infrequently.

Grades from each grader will be averaged. To pass the exam, the student must:

- Achieve an overall grade of at least 3.0.
- Have no more than one question with a grade of 2.0 or less.
- Have no more than three questions under 3.0.

The final grade assigned for a primary or support area examination is pass or fail. The assigned grade reflects the Accounting Ph.D. Program Committee's evaluation of the examination as a whole.

A grade of pass on the preliminary examination, combined with the successful presentation of the Second-Year Paper or Project, advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) on ACG 8964 by the program coordinator.

If a grade of Fail (F) is assigned on ACG 8964, the student may be dismissed from the doctoral program. The student then has the right to appeal as outlined in this guide.

The Accounting Ph.D. Program Committee normally submits preliminary examination grades to the Associate Dean within approximately two weeks after the examination dates. In unusual circumstances, and prior to the scheduling of the examination, this time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the Ph.D. program coordinator and department chair.

Procedures for Examinations

The signed program of study must be on file with the College of Business Graduate Office. All courses listed on the program of study must be completed with no outstanding incomplete grades.

Register for ACG 8964, Doctoral Preliminary Examination, for the term in which you are taking your Preliminary Exam. You will need to be assigned a reference number for registration purposes. Communicate with the Graduate Program office to get this registration number.

Your program coordinator will notify you of the location and procedure for your preliminary exam.

Sample Course Schedule for Accounting Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
First Year	ACG 6885 GEB 6897 Applied Econometrics I GEB 6931 TAR/SUPPORT Develop Ideas	ACG 6696 GEB 6### Applied Econometrics II MAR 6636 GEB 6931 Present 1 st Year Proposal	Support Course TAR/SUPPORT Re ⁵ ne Proposal
Second Year	ACG 6896 TAR/SUPPORT GEB 6931 Support Course Re ⁵ ne/Approve Proposal	ACG 6835 TAR/SUPPORT GEB 6931 TAR/SUPPORT Re ⁵ ne/Approve Paper	Prelim Readings (GEB 6904) Finalize 2 nd Year Paper
Third Year	Prelim Readings (GEB 6904) Prelim Exam (ACG 8964) Present 2 nd Year Paper in ARC	Dissertation Proposal	Dissertation Proposal
Fourth Year	Dissertation	Dissertation	Dissertation Prepare for Job Market
Fifth Year	Dissertation Job Market	Dissertation Defense Job Market	

Appendix: Finance Major

Program of Study

During the first semester in the program, doctoral students work with the primary area advisors (i.e., Finance Ph.D. program coordinator or major professor, if applicable) to design a program of study (POS) consistent with departmental requirements, the students' interests, and relevant previous graduate work. A program of study outline is completed and signed by the Finance Ph.D. program coordinator 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 Finance Ph.D. program coordinator 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 second semester.

The POS form will include primary area course work, support area course work and tools and analytical research (TAR) course work. Any changes to the POS must be approved by the Finance Ph.D. program coordinator. The involvement of the support area advisor will be necessary if change is required in the support area. At the time of the annual review, which takes place in June, changes to the plan should be noted and approved. Once designated, the dissertation committee should be included as part of the approval process for any changes to the program of study.

Primary Area

Finance Doctoral students are required to take graduate courses in micro- or macro-economics. The selection of these courses is subject to the approval of the primary area advisor.

The doctoral primary area in Finance covers a set of core Finance courses. Doctoral students must take the following courses (proposed new numbers in parentheses):

- ACC 6896 Capital Markets
- FIN 6449 Corporate Finance
- FIN 6527 Investments Asset Pricing
- FIN 6804 Foundations of Financial Theory I
- FIN ##### Foundations of Financial Theory II
- FIN 5917 Supervised Research
- FIN 5906 Directed Individual Study in Finance
- One additional elective approved by the Doctoral Advisor

The requirement for an elective course, chosen in consultation with the Finance Doctoral Advisor, is designed to allow some minimum specialization by students. As some examples, this course could be a multinational finance course, a financial institutions course, an economics course or an additional quantitative course.

Tools and Analytical Research Area (TAR)

Students must take the following three courses:

- ECO 5403 Static Optimization (Microeconomics)
- GEB 6897 Applied Econometrics Bus Res I
- GEB 6### Applied Econometrics Bus Res II

In addition to these courses, students must take two additional quantitative courses in Statistics or Economics numbered 5000 or above with the approval of the primary area advisor.

Support Area

Finance Doctoral students typically choose a support area in econometrics. Normally, four courses are required in the support area. In addition, at least two of the courses required in the support area cannot be used to satisfy other requirements.

Scholarly Engagement

In addition to these courses, first and second-year students will participate in a professional development series that will be an additional registered course in each semester of the first two years of the program. The development series is designed to introduce doctoral students to the roles and responsibilities of faculty, including research ethics, communication with faculty at other universities, the research review process, balancing research, teaching and service, among other topics.

Further, the Finance seminar series meets periodically to present research conducted by FSU faculty and doctoral students and by invited scholars from other universities. Finance Doctoral students are required to attend the Finance Department seminars. Participation counts toward the university's Ph.D. graduation requirement of Scholarly Engagement.

Second Year Paper

Each student develops and completes a research paper prior to taking Preliminary Exams to facilitate development towards his/her dissertation. The paper is based on

independent research by the student, primarily during the second year of the program and under the supervision of two faculty members. The student is responsible for developing the idea, testing it and documenting the result. The rigor of the second year paper should be consistent with the quality of papers presented at the main national finance conferences. The project culminates with the student presenting the results of their research to the finance faculty. Students must complete their paper and present it by **April 15** of their second year, prior to taking the preliminary examination. Each member of the Ph.D. program committee will cast a pass/fail vote, which determines the student's grade. Students who did not receive a pass cannot progress to the preliminary examination.

Finance Preliminary Examination

General

The preliminary examination is an evaluation of a student's qualifications for further advanced study and independent research. Satisfactory completion of the examination is required for admission to candidacy for the doctoral degree. Students may not register for dissertation hours prior to the point in the semester in which the preliminary exam was passed. After completion of the admission to candidacy process, the student may retroactively add dissertation hours for that semester in which the preliminary exam was completed. Retroactive changes are only permitted if the preliminary exam is passed by the mid-point of the semester. This date will be posted on the Registrar's calendar.

The main objective of the preliminary examination is to assess students' primary area knowledge, as covered in the Ph.D. program.

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 Dissertation 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.

Scheduling and Administration

The scheduling, composition, preparation, administration, and grading of preliminary examinations are the responsibility of the Finance Ph.D. program coordinator with the input from the Ph.D. program committee. Typically, portions of the primary area written examination are taken over 2 days.

All coursework in the primary area – including the second year paper, the support area, the TAR area, and the removal of all incomplete grades (I) – must be completed prior to the primary area examination. Exceptions to the primary area examination requirement may be granted by the Finance Ph.D. Program coordinator to allow for exceptional cases where a support area course could not be scheduled until a later semester. The student must register for FIN 8964 in the term in which the primary area examination is scheduled.

Grading

The grade assigned for a primary or support area examination is pass or fail. The assigned grade reflects the examining committee's evaluation of the examination as a whole, with the grade assigned on the basis of a majority vote of the Ph.D. Program Committee.

A grade of pass on the primary area examination advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) in FIN 8964 by the primary area advisor.

If a grade of Fail (F) is assigned on FIN 8964, the student may be dismissed from the doctoral program. The student then has the right to appeal as outlined in this guide.

The examining committee chair normally arranges for submission of preliminary examination grades to the Associate Dean within approximately two weeks after the examination dates. In unusual circumstances, and prior to the scheduling of the

examination, this time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the primary area advisor.

Procedures for Examinations

The signed Program of Study must be on file with the College of Business Graduate Office; (All courses listed on the Program of Study must be completed with no outstanding incomplete grades.)

Register for FIN 8964, Doctoral Preliminary Examination, for the term in which you are taking your primary exam. The Graduate Program Office will assign you a class number for registration purposes. Communicate with the Graduate Program office to get this class number.

Your Ph.D. program coordinator will notify you of the location and procedure for your preliminary exam.

Sample Course Sequence for Finance Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
First Year	FIN 6527 Investments or FIN 6804 Corporate GEB 6897 App. Econometrics for Business I ECO 5403 Static Optimization GEB 6931 Prof. Development	FIN 5935 Foundations of Fin. Theory II or FIN 6804 Foundations of Fin. Theory I GEB ### App. Econometrics for Business II Elective GEB 6931 Prof. Development	STA 5207 Applied Regression Methods OR STA 5440 Intro to Probability I FIN 6946 Supervised Teaching <i>Other: start developing ideas for the second year paper, identify the major professor</i>
Second Year	FIN 5935 Foundations of Fin. Theory II or FIN 6804 Foundations of Fin. Theory I STA 5207 Applied Regression Methods or STA 5440 Intro to Probability I ACC 6896 Capital Markets GEB 6931 Prof. Development <i>Other: continue working on the second year paper</i>	FIN 6527 Investments or FIN 6804 Corporate ECO 5428 Time Series GEB 6931 Professional Development <i>Other: present second year paper by April 15.</i>	FIN 5917 Supervised Research GEB 6904 FIN 8964 <i>Other: preliminary exam ' early June</i> <i>Students are assigned to either four-year or ⁵ve-year track</i>
Third Year	FIN 6980 Dissertation <i>Other: pick Dissertation Committee and Chair; receive approval of dissertation topic</i>	FIN 6980 Dissertation <i>Other: defend Dissertation Proposal by semester end</i>	FIN 6980 Dissertation
Fourth Year	FIN 6980 Dissertation <i>Other: four-year track students enter job market</i>	FIN 6980 Dissertation <i>Other: four-year track students defend dissertation</i>	FIN 6980 Dissertation
Fifth Year	FIN 6980 Dissertation <i>Other: ⁵ve-year track students enter job market</i>	FIN 6980 Dissertation <i>Other: ⁵ve-year track students defend dissertation</i>	

Appendix: Management Information Systems Major

Program of Study

The Management Information Systems (MIS) doctoral program is designed to develop scholars capable of conducting high-impact research at the intersection of technology, organizations, and people. It is heavily research-oriented while emphasizing relevance to the practice of business. As such, the primary goal of the program is to produce competent scholars who will contribute to the IS community through careers in university teaching and research, as well as selected administrative and research positions in industry.

During the first semester in the program, doctoral students work with the MIS Ph.D. advisor to design a program of study consistent with departmental requirements, the students' interests, and relevant previous graduate work. Throughout the remainder of this guide, the reference to the primary area advisor is intended to include the major professor as applicable. A program of study outline (POS) is completed and signed by the MIS Ph.D. advisor, the support area advisor, and the Associate Dean 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 Ph.D. advisor 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 MIS program coordinator and by the Associate Dean. The involvement of the support area advisor will be necessary if change is required in the support area.

General Prerequisites

Students with the equivalent of the coursework typically required for a master's degree should plan to spend four years in residence. The first two years are devoted to coursework, preparation and completion of doctoral examinations and the preliminary development of a dissertation proposal. The remaining time is devoted to the completion of the dissertation proposal and the doctoral dissertation.

Major Requirements

All MIS doctoral students must complete courses in four areas – Primary coursework, Tools for Analytical Research (TAR) coursework, Support Area coursework, and Research Competence Milestone Projects.

Primary MIS Coursework

The primary area courses and seminars provide opportunities for in-depth study of organizational, managerial and behavioral issues in Information Systems. Further, the seminars provide broad coverage of methodology and philosophy of science topics. Along with the research competence requirement, described below, the seminars aim to develop the students' research competencies, thus preparing them for a career in academia at leading research institutions. All MIS doctoral students must complete five primary area seminars as specified by the program.

In addition to these courses, first and second-year students will participate in a professional development series that will be an additional registered course in each semester of the first two years of the program. The development series is designed to introduce doctoral students to the roles and responsibilities of faculty members, including research ethics, communication with faculty at other universities, the research review process, balancing research, teaching and service, among other topics.

Tools and Analytical Research (TAR) Area

All MIS doctoral students must take six TAR courses from the disciplines of mathematics, statistics and/or economics. These courses provide the tools and skills necessary to understand and conduct rigorous empirical research in Information Systems.

All MIS doctoral students must take courses on the following four (4) topics:

- General Linear Model Applications (4 hours)
- Advanced Topics in Analysis of Variance Applications
- Multivariate Analysis Applications
- Causal Modeling

Plus, two courses on topics like:

- Content Analysis
- Qualitative Methods
- Bayesian Analysis
- Nonparametric Statistics
- Survey Research
- Machine Learning
- Microeconomics
- Etc.

Several departments offer similar courses on the above topics with different flavors. The student can consult the program advisor on the exact TAR courses that they need to take.

Note that students must earn a grade of 'B' or better in each course to satisfy the TAR requirement. This implies that TAR courses may not be taken on an S/U basis.

Support Area Coursework

The support area for MIS provides an opportunity to concentrate in a field of study complementary to the primary area and to the student's research interests. Typically, the support area will consist of three or four graduate courses or seminars, selected in consultation with the program advisor, in one of the following fields: Accounting, Business Analytics, Communications, Computer Science, Econometrics, Economics, Finance, Marketing, Mathematics, Organizational Behavior, Political Science, Psychology, Public Administration, Risk Management and Insurance, Sociology, Statistics or Strategic Management. All support area coursework must be taken for a letter grade, with exceptions to take courses on an S/U basis to be granted only with the explicit approval of the program advisor. In addition, at least two of the courses required in the support area cannot be used to satisfy other requirements.

Research Competence Milestone Projects

In addition to the coursework, each MIS doctoral student will be required to demonstrate research preparation and competence by completing two milestone projects in the first and the second years of the program.

The 1st year milestone project can build on seminar coursework or be developed through faculty-guided directed independent study. Students are required to submit a research paper and deliver a presentation, both of which will be evaluated by a committee of research-active faculty members. Students who successfully complete the 1st year milestone project will be able to continue the program in the second year.

The 2nd year milestone project is a one-year research apprenticeship conducted in collaboration with a faculty member in the department during the second year of the program. This project requires each student to identify a topic of interest to them and work under the supervision of a specific professor in designing a research project, gathering and analyzing the data and developing a manuscript for submission to a reputable academic conference.

The professor supervising the student's work must certify that the project has been completed and demonstrates potential for future conference submission. To fulfill the research competence requirement, the student must present their work to a committee of research-active faculty, who will evaluate the quality, rigor, and scholarly merit of the research. Students who successfully complete the 2nd year milestone project will be able to take the comprehensive exam in the third fall semester.

MIS Preliminary Examination

General

The preliminary examination is an evaluation of a student's qualifications for further advanced study and independent research. Satisfactory completion of the examination is required for admission to candidacy for the doctoral degree. Students may not register for dissertation hours prior to the point in the semester in which the preliminary exam was passed. After completion of the admission to candidacy process, the student may retroactively add dissertation hours for that semester in which the preliminary exam was completed. Retroactive changes are only permitted if the preliminary exam is passed by the mid-point of the semester. This date will be posted on the Registrar's calendar.

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.

Scheduling and Administration

The scheduling, composition, preparation, administration, and grading of preliminary examinations are the responsibility of the primary area. Typically, portions of the primary area written examination are taken over 1-3 days.

All coursework in the primary area, the support area, and the TAR area, including the removal of all incomplete grades (I), must be completed prior to the primary area

examination. (Exceptions to the primary area examination requirement may be granted by the primary area advisor to allow for exceptional cases where a Support area course could not be scheduled until a later semester.

If an oral examination is required, the scheduling, composition and preparation are the responsibility of the primary area. The student must register for ISM 8964 in the term in which the primary area examination is scheduled.

Grading

The grade assigned for a primary or support area examination is pass or fail. The assigned grade reflects the examining committee's evaluation of the examination as a whole, including the oral examination if required, with the grade assigned on the basis of a majority vote of the committee.

A grade of high pass, pass, or low pass on the primary area examination advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) on ISM 8964 by the primary area advisor.

If a grade of Fail (F) is assigned on ISM 8964, the student is may be dismissed from the doctoral program. The student then has the right to appeal as outlined in this guide

The examining committee chair normally arranges for submission of preliminary examination grades to the Associate Dean within approximately two weeks after the examination dates. In unusual circumstances, and prior to the scheduling of the examination, this time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the primary area advisor.

Procedures for Examinations

The signed Program of study must be on file with the College of Business Graduate Office. All courses listed on the Program of study must be completed with no outstanding incomplete grades.

Register for ISM 8964, Doctoral Preliminary Examination, for the term in which you are taking your primary Exam. Communicate with the Graduate Program office to get this registration number. Your program coordinator will notify you of the location and procedure for your preliminary exam.

Sample Course Sequence for MIS Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
First Year	One primary area seminar Two TAR courses GEB 6931: Professional Development	One or two primary area seminars Two or one TAR courses GEB 6931: Professional Development	One TAR or support area course ISM 5906: 1 st Year Milestone Project ISM 6919: Supervised teaching
Second Year	One primary area seminar One TAR course One support area course • GEB 6931: Professional Development	One primary area seminar One TAR course One support area course GEB 6931: Professional Development	GEB 6904: Readings for Examination (6 hours) ISM 6917: 2 nd Year Milestone Project
Third Year	ISM 8964: Comprehensive Exams One support area course if not taken in Summer 1 Dissertation	Dissertation	
Fourth Year	Dissertation & Defense		
Fifth Year (If Awarded)	Dissertation & Defense		

Appendix: Marketing Major

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 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.

During the first semester of 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 (POS) consistent with departmental requirements, the student's interests and relevant previous graduate work. A POS is completed and signed by the chair of the mentoring committee, program coordinator or the department chair, and the Associate Dean 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 program of study must be approved by the committee chair and by the Associate Dean. 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 are strongly recommended to satisfy the following prerequisites and are often obtained through completion of a master's program 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 5125 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 tools and analytical research courses), and Professional Development. Each of these areas is discussed in turn below.

Primary Area

The primary area is considered the theory area for the Marketing major. The theory area requires fifteen (15) hours of graduate coursework:

- MAR 6575 Seminar in Marketing: Topics in Consumer Behavior
- MAR 6828 Seminar in Marketing: Elements and Integration of Marketing Strategy

- MAR ##### Inductive Reasoning and Sociocultural Theory in 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.

Tools and Analytical Research (TAR) Requirements

The TAR area is considered the methodology area for the Marketing major. 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 courses:

Required Courses:

- MAN 6917 Seminar in Research Design
- MAN 6931 Microfoundations
- MAR 5625 Marketing Research and Analytics
- MAR 6665 Seminar in Marketing Models
- MAR 6636 Quantitative Methods I: Theory Building from Data
- STA 5207* Applied Regression Methods
- STA 5206 or EDF 5401 – ANOVA or General Linear Models

*May substitute GEB 6897 Applied Business Econometrics I and GEB ##### Applied Business Econometrics II or ECON 5416 Econometrics I or 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.

Yearly Evaluation Process

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 each 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. This proposal is to be focused on the development of theory and identification of theoretical and managerial contributions within their field. The submission should include: an initial research question(s) that can be used to guide future research (i.e., a research stream that will guide the student through the dissertation and beyond), a strategic literature review that compellingly summarizes evolving thought in the marketing domain on their chosen topic and effectively communicates the gap their proposed research fills, a conceptual development section which may include hypotheses for quantitative work or a description of the selected theoretical lens for qualitative work, proposed methodology with justification of why that method and sample/research context is appropriate for examining the current research question, and proposed contributions. Ideally, this should be formatted for journal submission (max 50 pages) to a top-tier journal and could be used after any suggested revisions for grant proposals. The proposal should be developed through the primary effort of the individual 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 individual, 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 student's overall performance 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 at least one submission to a peer-reviewed top-tier international conference (e.g., AMA, ACR, SCP, Frontiers, MPPC, Marketing Science) or a to a peer-reviewed journal, preferably a journal listed on the "FT 50". 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 and should contain all of the components of the first year paper but must also include data collection, analysis, and discussion that could warrant a first-round submission to a top-tier marketing journal.

Third Year

At the beginning of the second semester of the third year, each Marketing PhD student will indicate to the program coordinator 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 the 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 to the College Graduate Office.

All Years

In accordance with the graduate student union, 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/Early Fall	Conducted by at least 3 faculty members
	Research Paper Manuscript	Summer/Early Fall	Email to Advisor & PhD program coordinator
	Research Paper Presentation	Summer/Early Fall	Arrange time with PhD program coordinator

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/Early Fall	Email to Advisor & PhD program coordinator
	Research Paper Presentation	Summer/Early Fall	Arrange time with PhD program coordinator
	Paper Submission	Summer	Submission verified by PhD program coordinator
3	Fifth Year Declaration	Early January	Intention to apply for a fifth year or not
4	Dissertation Research	Mid-Fall	Intention to graduate; Job Market search
5	Dissertation Research	Early January	Apply for graduation

Marketing Preliminary Examination

During the late spring and summer terms of the second year, all students must successfully complete the comprehensive exam and research paper. Both must be successfully completed to pass the preliminary examination and to enter the dissertation phase of the doctoral program. The comprehensive exam is a closed-book methods 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 A and B in the summer of the second year (information about the exact timing will be provided to students by the program coordinator).

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 four calendar weeks after the results of the first attempt are shared with the student**. 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 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 as well as theories 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 and theories 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 allow for critical thinking that tests the students ability to integrate across methodological and theoretical perspectives. 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 in ways that multiple versions of right are possible and what matters is the student’s ability to justify their response rather than rote memorization, 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 Second Year 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 (typically) in the period between summer sessions A and B and presented in the week before classes start before the fall semester in the student's second year (information about the specific timing will be provided by the program coordinator).

The research paper should be of suitable quality to receive, in its current form, an "R&R" invitation from an A- journal or higher. Exemplar journals include but are not limited to: Journal of Academy of Marketing Science and Journal of Consumer Psychology. 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 – Supervised Research– 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 who 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 (0) hours of MAR 8964 - Preliminary Examination – in the summer term of their second year.

Sample Course Sequence for Marketing Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
First Year	<p>ISM 6979: Seminar in Philosophy of Science</p> <p>MAR 6575: Seminar in Marketing: Topics in Consumer Behavior</p> <p>STA 5207: Applied Regression Methods¹</p> <p>GEB 6931: Professional Development</p>	<p>MAR 6XXX: Inductive Reasoning and Sociocultural Theory in Marketing</p> <p>MAR 6506: Seminar in Consumer Behavior Methods</p> <p>MAR 6636: Quantitative Methods I: Theory Building from Data</p> <p>GEB 6931: Professional Development</p>	<p>MAR 5625: Marketing Research and Analytics</p> <p>MAR 5907: 1st Year Paper</p> <p>MAR 6919: Supervised Teaching</p>
Second Year	<p>MAR 6828: Seminar in Marketing: Elements and Integration of Marketing Strategy</p> <p>GEB 6897: App Bus Econometrics I</p> <p>ECO, STA or MAN Course or Support Area 1</p> <p>GEB 6931: Professional Development</p>	<p>MAR 6665: Seminar in Marketing Models</p> <p>GEB #####: App Bus Econometrics I</p> <p>ECO, STA or MAN Course or Support Area 3</p> <p>GEB 6931: Professional Development</p>	<p>MAR 6918: Supervised Research (2nd year paper)</p> <p>GEB 6904: Readings for Examination (6 hours)</p> <p>MAR 8964: Preliminary Examination (0 hours)</p> <p><i>Second Year Paper</i></p>
Third Year	Dissertation	Dissertation	Dissertation
Fourth Year	Dissertation	Dissertation	Dissertation
Fifth Year	Dissertation	Dissertation	Dissertation and Defense

Appendix: Organizational Behavior and Human Resources Major

Program of Study

The defining features of the Organizational Behavior and Human Resources (OBHR) Doctoral Program are personal development, participation in scholarly activity, and diversity within a supportive, collaborative research and learning environment. Our faculty possess expertise in a wide range of areas within OBHR, including leadership, the management of stress, social influence, organizational politics, human capital, employee staffing, and labor relations. Faculty research efforts have been published in scholarly outlets, such as *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Management*, and *Industrial Relations*, as well as in invited book chapters and presentations at professional meetings.

Doctoral students work with the OBHR Program coordinator to design a program of study consistent with departmental requirements and the students' interests. A program of study outline (POS) specifies the schedule of coursework required of the individual student. It is the joint responsibility of the student and the program coordinator 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 coursework and tools and analytical research (TAR) coursework. Any changes to the POS must be approved by the program coordinator and by the Associate Dean for Academic Affairs. The involvement of the support area advisor will be necessary if change is required in the support area. At the time of the annual review, 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 POS.

The OBHR program takes five years to complete. 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 and other research with faculty, as well as to further development of teaching skills through assisting with and teaching online and classroom courses.

General Prerequisites

OBHR doctoral students must have a bachelor's degree from an accredited college or university. Although we prefer students to also have a master's degree in business or a related field (e.g., industrial and organizational psychology), it is not a requirement. If students have strong credentials and demonstrate maturity, we allow them to begin the program without a master's degree.

Primary Area

OBHR doctoral students must complete the following six (6) primary area seminars:

- MAN 6275 Organizational Behavior
- MAN 6306 Human Resource Management
- MAN 6917 Research Design
- MAN 6931 Strategy Microfoundations
- MAN 6932 Strategic Management: Literature Overview
- MAN 6933 Special Topics

Tools and Analytical Research Area (TAR)

OBHR doctoral students take four (4) Tools for Analysis and Research (TAR) courses.

Students must take the following three (3) TAR courses:

- PSY 6919 Research Design I
- PSY 6919 Research Design II
- MAN 6934 Data Analysis

Plus, one (1) additional TAR courses, including courses such as:

- EDF 5406 Multivariate Analysis
- MAR 6506 Consumer Behavior Methods
- PSY 5916 Multilevel Modeling
- PSY 5916 Structural Equation Modeling
- MAR 6665 Seminar in Marketing Models

- MAR 6636 Quantitative Methods I

TAR course selection is done in conjunction with the OBHR program coordinator and must be approved by the program coordinator.

Support Area

The support area further develops the student's research skills. OBHR students are required to have a support area and must take two of the following courses:

- PSY 5916 Meta-analysis
- PSY 5916 Modern Psychometrics

OBHR Preliminary Examination

The preliminary examination is an evaluation of a student's qualifications for further advanced study and independent research. Satisfactory completion of the examination is required for admission to candidacy for the doctoral degree. Students may not register for dissertation hours prior to the point in the semester in which the preliminary exam was passed. After completion of the admission to candidacy process, the student may retroactively add dissertation hours for that semester in which the preliminary exam was completed. Retroactive changes are only permitted if the preliminary exam is passed by the mid-point of the semester. This date will be posted on the Registrar's calendar.

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.

Scheduling and Administration

The scheduling, composition, preparation, administration, and grading of preliminary examinations are the responsibility of the primary area. Typically, portions of the primary area written examination are taken over the course of two days.

All coursework in the primary area, the support area, and the TAR area, including the removal of all incomplete grades (I), must be completed prior to the primary area examination. Exceptions to the primary area examination requirement may be granted by the primary area advisor to allow for exceptional cases where a support area course could not be scheduled until a later semester.

The student must register for MAN 8964 in the term in which the primary area examination is scheduled.

Grading

The grade assigned for a preliminary examination is pass or fail. The assigned grade reflects the examining committee's evaluation of the examination as a whole with the grade assigned on the basis of a majority vote of the committee.

A grade of pass advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) on MAN 8964 by the primary area advisor.

The examining committee chair normally arranges for submission of preliminary examination grades to the associate dean of graduate studies within approximately three weeks after the examination dates. In unusual circumstances, and prior to the scheduling of the examination, this time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the primary area advisor.

Procedures for Examinations

The signed program of studies must be on file with the College of Business Graduate Office. All courses listed on the program of studies must be completed with no outstanding incomplete grades.

Register for MAN 8964, Doctoral Preliminary Examination, for the term in which you are taking your primary Exam. You will need to be assigned a reference number for registration purposes.

Your program advisor will notify you of the location and procedure for your preliminary exam.

Sample Course Sequence for OBHR Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
Year 1	MAN 6275 Organizational Behavior MAN 6932 Strategic Management: Lit PSY 6919 Research & Design Analysis I GEB 6931	MAN 6931 Microfoundations PSY 6919 Research & Design Analysis II PSY 5916 Psychometrics GEB 6931	MAN 5905 1st year paper MAN 6911 Supervised Research MAN 6941 Supervised Teaching <i>Propose 2nd-year paper (by mid-July at the latest)</i>
Year 2	MAN 6306 Human Resources MAN 6934 Data Analysis TAR GEB 6931	MAN 6933 Special Topics (Leadership) MAN 6917 Research Design TAR GEB 6931	GEB 6904 Readings for Exam MAN 8964 Prelim Exam <i>Defend 2nd year paper (mid-May; submit paper 1 week in advance) Take written portion of comprehensive exam (mid-July at latest)</i>
Year 3	Dissertation	Dissertation <i>Defend dissertation proposal</i>	Dissertation
Year 4	Dissertation	Dissertation	Dissertation
Year 5	Dissertation	Dissertation <i>MAN 8985 Dissertation Defense</i>	

Appendix: Risk Management and Insurance Major

Program of Study

During the first semester in the Risk Management and Insurance (RMI) major, doctoral students work with their doctoral program coordinator to design a program of study consistent with departmental requirements, the students' interests, and relevant previous graduate work. Throughout the remainder of this guide, the reference to the primary area advisor is intended to include the major professor as applicable. A Program of Study Outline (POS) is completed and signed by the student and the RMI program coordinator. The POS form specifies the minimum coursework required to advance to the preliminary examination stage of the program.

The POS form will include primary area course work, support area course work and tools and analytical research (TAR) course work. Any changes to the POS must be approved by the RMI program coordinator. The involvement of the support area advisor will be necessary if change is required in the support area. At the time of the annual review, 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 POS.

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.

General Prerequisites

Students with the equivalent of the coursework typically required for a master's degree should plan to spend five years in residence. The first two years are devoted to coursework, preparation and completion of doctoral examinations and the preliminary development of a dissertation proposal. The remaining time is devoted to the completion of the dissertation proposal and the doctoral dissertation. Students who do not have a master's degree in business must provide evidence of completing undergraduate courses in calculus I and II, and linear algebra

The RMI program coordinator and the Associate Dean must approve course selections to meet the above requirements.

Primary Area

RMI doctoral students must take nine (9) courses for the primary area. The doctoral primary area in RMI covers the foundation, theory, and current practice in the discipline.

The nine primary area courses include the following four required courses:

- RMI 6195 Seminar in Life and Health Insurance
- RMI 6296 Seminar in Property and Liability Insurance
- RMI 6395 Seminar in the Theory of Risk and Insurance
- RMI 6917 Supervised Research

Students will take at least two additional doctoral-level economics courses that are not included in the Tools and Research area above. The two economics courses will be chosen in consultation with the program coordinator.

Students must take an additional three elective courses in RMI or in a related area approved by the program coordinator. Examples include RMI 5136 (Employee Benefit Plans), RMI 5345 (Risk Management in the Business Enterprise), PAD 5388 (Disaster Recovery and Mitigation), and ECO 5505 (Public Economics).

RMI doctoral students also are expected to have or acquire computer literacy through course work or self-study.

In addition to these courses, first and second-year students will participate in a professional development series that will be an additional registered course in each semester of the first two years of the program. The development series is designed to introduce doctoral students to the roles and responsibilities of faculty, including research ethics, communication with faculty at other universities, the research review process, balancing research, teaching and service, among other topics.

Tools and Analytical Research Area (TAR)

Students must take the following three courses:

- ECO 5403 Static Optimization
- GEB 6897 Applied Econometrics Bus Res I
- GEB 6### Applied Econometrics Bus Res II

In addition to these courses, students must take two additional quantitative courses in Statistics or Economics numbered 5000 and above with the approval of the primary area advisor.

Support Area

In consultation with the program coordinator, students must choose a support area. The support area provides an opportunity to study in an area complementary to the primary area and the student's interests. The support area normally consists of three or four courses. Typical support areas are Finance, Economics, Real Estate, and Statistics. No more than two of the support area courses may be used to satisfy other requirements.

Second Year Paper

Each student must develop and complete a research paper prior to taking Preliminary Exams to facilitate development towards his/her dissertation. The paper is based on independent research by the student, primarily during the second year of the program and under the supervision of two faculty members. The student is responsible for developing the idea, testing it and documenting the result. The rigor of the second year paper should be consistent with the quality of papers presented at the main national finance conferences. The project culminates with the student presenting the results of their research to the RMI faculty and at a regional conference. Students must complete their paper and present it by April 15 of their second year, prior to taking the preliminary examination. Each member of the Ph.D. program committee will cast a pass/fail vote, which determines the student's grade. Students who do not receive a pass cannot progress to the preliminary examination.

RMI Preliminary Examination

The preliminary examination is an evaluation of a student's qualifications for further advanced study and independent research. Satisfactory completion of the examination is required for admission to candidacy for the doctoral degree. Students may not register for dissertation hours prior to the point in the semester in which the preliminary exam was passed. After completion of the admission to candidacy process, the student may retroactively add dissertation hours for that semester in which the preliminary exam was completed. Retroactive changes are only permitted if the preliminary exam is passed by the mid-point of the semester. This date will be posted on the Registrar's calendar.

The main objective of the preliminary examination is to assess students' primary area of knowledge, as covered in the Ph.D. program.

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.

Scheduling and Administration

The scheduling, composition, preparation, administration, and grading of preliminary examinations are the responsibility of the RMI Ph.D. program coordinator. Typically, portions of the primary area written examination are taken over two or three days within the same week.

All coursework in the primary area, the support area, and the TAR area, including the removal of all incomplete grades (I), must be completed prior to the primary area examination. Exceptions to the primary area examination requirement may be granted by the program coordinator to allow exceptional cases where a support area course could not be scheduled until a later semester.

The student must register for RMI 8964 in the term in which the primary area examination is scheduled.

Grading

The grade assigned for a preliminary examination is pass or fail. The assigned grade reflects the examining committee's evaluation of the examination as a whole, with the grade assigned on the basis of a majority vote of the RMI doctoral committee.

A grade pass on the preliminary examination advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) on RMI 8964 by the primary area advisor.

If a grade of Fail (F) is assigned on RMI 8964, the student may be dismissed from the doctoral program. The student then has the right to appeal as outlined in this guide.

The program coordinator normally arranges for submission of preliminary examination grades to the Associate Dean within approximately two weeks after the examination dates. In unusual circumstances and prior to the scheduling of the examination, this time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the program coordinator.

Procedures for Examinations

The signed Program of Study (POS) must be on file with the College of Business Graduate Programs Office. All courses listed on the POS must be completed with no outstanding incomplete grades.

Students must register for RMI 8964, Doctoral Preliminary Examination, for the term in which they expect to take their primary area exam. Students should communicate with the Graduate Program Office to get this registration number.

The program coordinator will notify students of the location and procedure for the preliminary exam.

Sample Course Sequence for RMI Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
First Year	RMI Seminar ECO 5403 Static Optimization GEB 6897 App Econometrics Bus Res 1 GEB 6931 Professional Development	RMI Seminar GEB 6### App Econometrics Bus Res 2 TAR GEB 6931 Professional Development	RMI 6917 Supervised Research RMI 6946 Supervised Teaching TAR/Support Area Course
Second Year	RMI Seminar FIN 6804 Financial Theory I STA 5207 Applied Regression GEB 6931 Professional Development	FIN 5935 Financial Theory II FIN 6842 Research Methods GEB 6931 Professional Development Elective or DIS	GEB 6904 Readings for Exam RMI 8964 Prelim Exam Comprehensive Exam (June)
Third Year	Dissertation	Dissertation	Dissertation
Fourth Year	Dissertation	Dissertation	Dissertation
Fifth Year	Dissertation	Dissertation and Defense	

Appendix: Strategy Major

The defining features of the Strategy Doctoral Program are its coordinated research structure across seminars, the vitality and flexibility of the faculty, and a well-developed culture of supportive and collaborative research and learning. Unlike many strategy programs, research requirements and expectations are built into the entire program and coordinated across seminars. For example, a study outlined and developed under the guidance of a faculty member in the first semester can be further developed in the second semester under the guidance of another faculty member. Similar expectations and requirements are coordinated across many of the seminars. This permits building research skills and accomplishments well before the student reaches the dissertation stage. The intent is to increase the student's potential job opportunities, and to make the dissertation research less daunting and more meaningful.

The vitality and flexibility of the program can be seen in the faculty. The faculty publishes in high-quality general management and strategy journals like *Academy of Management Journal*, *Academy of Management Review*, *Journal of International Business Studies*, *Journal of Management*, *Organization Science*, and *Strategic Management Journal*. It also has published in high-quality entrepreneurship, innovation, ethics, or traditionally micro journals, such as *Entrepreneurship Theory and Practice*, *R&D Management*, *Journal of Business Ethics*, and *Organizational Behavior and Human Decision Processes*. The faculty is very active in national and international professional organizations (e.g., the Academy of Management).

Faculty members' research interests and expertise span a number of diverse topics like boards of directors, global strategy, innovation and innovation failures, judgment and decision making, knowledge management, mergers and acquisitions, nonprofits and social entrepreneurship, the psychological foundations of entrepreneurship and management, and top management teams. Thus, regardless of where a student's research interests evolve, it is likely that one or more faculty will be supportive and knowledgeable.

The supportive learning environment is partly reflected in our low attrition rate among those few (typically two or three) students we admit every year. We therefore

encourage qualified applicants to visit with our faculty and students to get a better feel for the collaborative environment we deliberately manage and maintain.

Program of Study

During the first semester in the program, doctoral students work with the Strategy Ph.D. advisor to design a program of study consistent with departmental requirements, the students' interests, and relevant previous graduate work. Throughout the remainder of this guide, the reference to the primary area advisor is intended to include the major professor as applicable. A program of study outline (POS) is completed and signed by the Strategy Ph.D. advisor, the support area advisor, and the Associate Dean 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 Ph.D. advisor 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 Ph.D. advisor and by the Associate Dean. The involvement of the support area advisor will be necessary if change is required in the support area. At the time of the annual review, 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.

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 next three years are devoted to the development and completion of a doctoral dissertation and to further develop the research profile for the job market.

General Prerequisites

Strategy doctoral students must have a bachelor's degree from an accredited college or university. Although we prefer students to also have a master's degree in business or related field, it is not a requirement. If students have strong credentials (e.g., high GMAT scores) and demonstrate maturity, we sometimes allow them to begin the program without a master's degree.

Primary Strategy Coursework

The primary area courses and seminars provide opportunities for in-depth study. Strategy doctoral students must complete six (6) of the following primary area seminars.

- MAN 6235 Organizational Theory
- MAN 6275 Organizational Behavior
- MAN 6932 Strategic Management: Literature Overview
- MAN 6931 Strategy Microfoundations
- MAN 6795 Entrepreneurship
- MAN 6235 International Business
- MAN 6933 Special Topic
- MAN 6917 Research Design

Tools and Analytical Research (TAR) Area

Strategy students take four (4) Tools for Analysis and Research (TAR) courses.

Students must take the following three (3) TAR courses:

- PSY 6919 I Research Design I
- PSY 6919 II Research Design II
- MAN 6934 Data Analysis

Plus, one (1) additional TAR course, including but not limited to:

- EDF 5406 Multivariate Analysis
- EDF 5464 Qualitative Methods
- MAR 6655 Causal Models
- PSY 5916 Meta-analysis
- PSY 5916 Multilevel Modeling
- PSY 5916 Structural Equation Modeling

TAR course selection is done in conjunction with student's advisor and the Strategy doctoral program coordinator and must be approved by the program coordinator.

Support Area Coursework

The support area provides students an opportunity to concentrate in a field of study complementary to their primary area and career objectives. The support area will consist of two (2) courses. Examples include:

- GEB 6897 Applied Economics Bus Res I
- GEB ##### Applied Economics Bus Res II

Students may wish to take courses in fields like finance, management information systems, marketing, human resources and organizational behavior, public administration, sociology, or research methods. The students' advisor, the doctoral program coordinator, and appropriate faculty from the chosen area must approve support area selections.

In addition to these courses, first- and second-year students will participate in a professional development series that will be an additional registered course in each semester of the first two years of the program. The development series is designed to introduce doctoral students to the roles and responsibilities of faculty, including research ethics, communication with faculty at other universities, the research review process, balancing research, teaching and service, among other topics.

Strategy Preliminary Examination

The preliminary examination is an evaluation of a student's qualifications for further advanced study and independent research. Satisfactory completion of the examination is required for admission to candidacy for the doctoral degree. Students may not register for dissertation hours prior to the point in the semester in which the preliminary exam was passed. After completion of the admission to candidacy process, the student may retroactively add dissertation hours for that semester in which the preliminary exam was completed. Retroactive changes are only permitted if the preliminary exam is passed by the mid-point of the semester. This date will be posted on the Registrar's calendar.

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.

Scheduling and Administration

The scheduling, composition, preparation, administration, and grading of preliminary examinations are the responsibility of the primary area. Typically, portions of the primary area written examination are taken over 1-3 days.

All coursework in the primary area, the support area, and the TAR area, including the removal of all incomplete grades (I), must be completed prior to the primary area examination. Exceptions to the primary area examination requirement may be granted by the primary area advisor to allow for exceptional cases where a support area course could not be scheduled until a later semester.

The student must register for MAN 8964 in the term in which the primary area examination is scheduled.

Grading

The grade assigned for a primary or support area examination is pass or fail. The assigned grade reflects the examining committee's evaluation of the examination as a whole, with the grade assigned on the basis of a majority vote of the committee.

A grade of pass on the primary area examination advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) on MAN 8964 by the primary area advisor.

If a grade of Fail (F) is assigned on MAN 8964, the student may be dismissed from the doctoral program. The student then has the right to appeal as outlined in this guide.

The examining committee chair normally arranges for submission of preliminary examination grades to the associate dean of graduate studies within approximately three weeks after the examination dates. In unusual circumstances and prior to the scheduling of the examination, this time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the primary area advisor.

Procedures for Examinations

The signed Program of Study must be on file with the College of Business Graduate Office. All courses listed on the Program of Study must be completed with no outstanding incomplete grades.

Register for MAN 8964, Doctoral Preliminary Examination, for the term in which you are taking your primary area Exam. Communicate with the Graduate Program office to get this registration number.

Your program coordinator will notify you of the location and procedure for your preliminary exam.

Sample Course Sequence for Strategy Doctoral Students

Course availability is subject to change.

	Fall	Spring	Summer
Year 1	MAN 6275 Organizational Behavior MAN 6932 Strategic Management: Lit PSY 6919 Research & Design Analysis I GEB 6931 Professional Development	MAN 6235 Organizational Theory MAN 6931 Microfoundations PSY 6919 Research & Design Analysis II GEB 6931 Professional Development	MAN 5905 1st year paper MAN 6911 Supervised Research MAN 6941 Supervised Teaching <i>Propose 2nd-year paper (by mid- July at the latest)</i>
Year 2	MAN 6933 Special Topics MAN 6934 Data Analysis GEB 6897 App Econometrics I GEB 6931 Professional Development	MAN 6917 Research Design GEB 6897 App Econometrics II TAR GEB 6931 Professional Development	GEB 6904 Readings for Exam MAN 8964 Prelim Exam <i>Defend 2nd year paper (mid-May; submit paper 1 week in advance)</i> <i>Take written portion of comprehensive exam (mid-July at latest)</i>
Year 3	Dissertation	Dissertation Defend dissertation proposal	Dissertation
Year 4	Dissertation	Dissertation	Dissertation
Year 5	Dissertation	Dissertation MAN 8985 Dissertation Defense	