

**THE AUBURN UNIVERSITY
PH.D. PROGRAM
IN
MANAGEMENT**

POLICIES AND PROCEDURES MANUAL

**DEPARTMENT OF MANAGEMENT
COLLEGE OF BUSINESS
AUBURN UNIVERSITY**

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(Revisions will be made and announced as needed)**

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PhD Program Concentrations

Currently, the College of Business offers one doctoral degree - a Ph.D. in Management. Within this degree, there are three areas of concentration offered:

1. [Management of Information Technology and Innovation \(MITI\)](#)
2. [Organizational Structure, Strategy and Change \(OSSC\)](#)

PhD Program Contact Information

For more information, please contact one of the following:

Lett, Violet

Graduate Program Coordinator
Office: 453 Lowder Business Building
Phone: (334) 844-6544

Harris, Stan, Professor

OSSC Graduate Programs Director
Office: 449 Lowder Business Building
Phone: (334) 844-6519
Email: harris@business.auburn.edu
Web Page: <http://www.business.auburn.edu/~harris>

Ford, Nelson, Associate Professor

MITI Graduate Programs Director
Office: 409 Lowder Business Building
Phone: (334) 844-6503
Email: ford@business.auburn.edu
Web Page: <http://www.auburn.edu/~fordfn1/>

GENERAL PROGRAM DESCRIPTION

At Auburn University, we recognize that our focus is on the operation of business organizations and the need to prepare our students to conduct research into the performance of these organizations. Therefore, our Ph.D. in Management is designed to provide students with the theoretical, practical, and statistical skills necessary to diagnose and address organizational problems. Auburn's Management PhD program has a unique focus on practical research through industry involvement that emphasizes both scholarly and applied research. Our program maintains a reputation for excellence among the academic and business communities.

The Doctor of Philosophy (PhD) in Management at Auburn University is designed to prepare individuals to successfully compete for jobs at recognized peer research universities. It prepares students to independently engage in high quality research, teaching, and related professional endeavors. Graduate assistantships provide practical experience in classroom teaching and management research.

The PhD in Management is designed to meet the following objectives:

1. Develop the depth of knowledge, skills and attitudes required to conduct world-class research on the most relevant issues in the field of management. Particular emphasis is placed on addressing business problems dealing with the management of people, organizational change, and information and business process innovations.
2. Develop competencies in the methodologies and statistical techniques necessary to conduct sophisticated research and effectively analyze and present results.
3. Develop the skills required to produce world-class presentations and publications and to gain exposure by attending and making presentations at professional conferences.
4. Develop publication skills so that individuals publish at least two refereed journal articles during their tenure in the program.

Admissions Policies and Procedures

Equal Opportunity:

Auburn University and the Department of Management believe that all persons are entitled to equal opportunities, and do not discriminate against applicants to our graduate programs regardless of their race, religion, color, national origin, age, sex, or disabilities.

Timing of Admissions:

The PhD program is designed for Fall admissions only. - To guarantee full consideration for assistantships and scholarships provided by the Management Department (other sources of financial aid are available), complete applications must be on file by February 1 for the following Fall term.

Application Materials Required from Applicants:

All application materials are provided by the Graduate Program office in the Management Department or can be accessed here. Applicants to the Ph.D. program in Management will be admitted according to the procedures of Auburn's Graduate School. Applicants must submit separate applications to both the Auburn University Graduate School (<http://www.grad.auburn.edu>), and to the Management Department (<http://www.business.auburn.edu/mngt/phd/contact.cfm>). As part of the Graduate School application, applicants must arrange to have copies of their undergraduate/graduate transcripts and GMAT or GRE scores sent to the Graduate School. Three letters of recommendation should be sent to the Management Department.

Admissions Process:

1. Request application materials from the Graduate Program Coordinator or access them here.
2. Submit application materials to the Department and Graduate School. The Graduate Program Coordinator will correspond with applicants regarding application progress.
3. Applicants whose native language is not English and who have not completed a degree from a U.S. college or university are required to submit scores from the Test of English as a Foreign Language (TOEFL) and the Test of Spoken English (TSE) to the Graduate School. A TOEFL score of 600 (or equivalent) is required to be competitive. The University also requires all international students to pass the TSE in order to teach in the classroom. Teaching responsibilities are an important part of our financial aid packages. Both of these exams are administered by the [Educational Testing Service \(ETS\)](#).
4. The Graduate School makes available the student's transcripts and GMAT (or GRE) scores to the Graduate Program Coordinator in the Management Department who completes the application packet for faculty review.
5. The Management Department Faculty meets to review all applicants' completed files and make decisions regarding each applicant's admission. Admission to the PhD program is based on each applicant's completed application forms, undergraduate and graduate coursework and grade record, Graduate Management Admission Test (GMAT) test score, and three letters of recommendation. Prior academic and work records will be given priority in the selection process. International students must also provide satisfactory scores on the Test of English as a Foreign Language (TOEFL) and the Test of Spoken English (TSE) exam. Decisions are generally made by the end of March.
6. Before deciding on admission, faculty can request additional information from an applicant or request that the applicant make a campus visit. Campus visits are highly recommended, particularly if the travel requirements are reasonable. When feasible, applicants will be asked to visit the campus for interviews with selected faculty prior to the application deadline. Applicants must pay their own expenses for this interview. Usually the Area Graduate Director or Graduate Program Coordinator make and manage such requests.
7. The Department Head, Graduate Coordinator, or the Graduate School notifies applicants in writing of the Faculty's admissions decision. Students have 30 days from notification to accept the admissions offer, which typically includes an assistantship offer (if one is requested by the applicant). The Graduate School also notifies the applicant of the admissions decision.

Residency Requirements

The Ph.D. program requires that all students fulfill the doctoral residency-year requirement as outlined by the Graduate School. This can be satisfied by completing a minimum of 18 semester hours (9 of which must be graded) of graduate on-campus coursework during two consecutive semesters. Interruption of this two semester sequence by not taking courses during the summer semester does not constitute a break in continuity.

Contact Information

It is the student's responsibility to provide an up-to-date email (if other than AU email) address, postal address and phone number to the Department of Management's Graduate Coordinator's office and your chair (curriculum or dissertation) throughout your Ph.D. experience. Email is the official form of communication for Auburn University; however, we feel it necessary to have up-to-date telephone numbers and home addresses.

On-Campus Presence

A large part of the doctoral education experience is the interaction with peers and faculty members. This is a time to gain those relationships that will be beneficial in the years to come. It is strongly encouraged that students take advantage of these opportunities by keeping a presence on campus. Likewise, it is **expected** that **all** doctoral students be present and participate in departmental research seminars and other departmental activities, including dissertation defenses, guest speakers etc.

Transfer of Credit/Course Waivers

There are no limitations for transfer credit hours for a Ph.D. program. The credit must be acceptable to the student's advisory committee and be pertinent to the student's plan of study. No course on which a grade lower than a B is earned may be transferred. Additionally, credit will not be allowed if the combined grade-point average on graduate work taken at other schools is less than a 3.0 on a 4.0 scale, nor may transfer credit be used to improve the grade-point average on courses taken at Auburn University.

The maximum number of courses taken at Auburn or an another university prior to entering the Ph.D. program that can be applied to the Ph.D. course requirements outlined in #1 above is three (this does not include courses fulfilling the Common Body of Knowledge or Management Core requirements). At most, a combination of three required and choice (where a certain number of a set of courses must be chosen) courses may be waived based on previous coursework. No elective course requirements can be waived. Request for waiver of a course based on coursework from another university must be approved by the professor responsible for teaching the course. A memo granting such approval must be added to the student's departmental file. If

a student previously took a required or choice course at Auburn as part of another degree program, no professor approval is needed to waive that course for the PhD program.

Incomplete Coursework

A grade of incomplete in a graduate level class must be resolved per the directions of the instructor but **MUST BE** removed within 6 months of the graduation date of the semester the course was taken or it will be permanently converted to an F. This applies regardless of the student's enrollment status. A student not enrolled during one of the two following semesters, such as the Summer semester, is **not** exempt from this rule. Pending removal or recording as an F, an incomplete is counted as a C in determining eligibility for continued enrollment. No student may graduate until all incomplete grades are removed, and removal must occur three weeks prior to graduation.

Graduate Teaching and Research Assistantships

Typically, all qualified full-time PhD students will be provided renewable financial support for four years through Graduate Teaching Assistantships (or research assistantships or scholarships when available). To be eligible to solely teach a course as a GTA, the student must have at least 18 hours of graduate coursework in the area. This means that individuals entering the Ph.D. program without prior graduate work will not be eligible to teach a course by themselves or independently grade assignments until the beginning of their second year in the program. However, such students would be eligible to serve as a lab assistant to one of many classes.

In addition to earning a monthly stipend for the Fall and Spring semesters, GTAs also have their tuition waived as long as they are teaching. Continuation of support will be based upon each student's acceptable performance and progress in the program. This will be determined at the time of the annual evaluation. Students must seek permission to add other paid assignments to their Departmental GTA assignment. No total award can exceed .50. **Summer support is rarely available. The Graduate School does not waive your tuition for summer unless you are on payroll. We are committed to do everything possible to provide summer support for those semesters that you are REQUIRED to take classes.** Ph.D. students are strongly encouraged, if possible, to teach at least one University course during their doctoral experience.

An orientation and teaching skills seminar is held in the week prior to the beginning of Fall semester. Graduate teaching assistants **must** attend the teaching skills seminar before qualifying for their teaching assignments. We would also like to strong encourage all graduate students to take advantage of the programs offered in the Biggio Teaching Center located in Haley Center. We would like to see our students enroll in at the very minimum two classes during their Ph.D. experience.

Other forms of Assistantship money besides the typical Management Department GTA awards are also periodically available. Sometimes, faculty members have research funding to hire a GRA. Campus units such as the Auburn Technical Assistance Center, the Small Business Development Center, or the Center for Government may also have funds to employ graduate students. The Department on rare occasions have special monies to fund GTAs during the Summer Semester outside the normal academic year GTA funding. In such cases, the nature of

the award, the criteria for selection, and the reward duration are all determined by the awarding group or individual. No awards can exceed a .50 appointment.

PhD Program Structure

The program is designed to be a four year, full-time program. Students desiring a part-time program **will not be considered**. Entering classes start in August of each academic year. Students are allowed flexibility in designing their program of study in consultation with their academic advisory committee. Each area of concentration must ensure that PhD students develop a depth of knowledge in their chosen field of concentration.

A typical program of study will consist of a minimum of three courses (one PhD seminar, one statistics/methodology course, and one graduate level course in the student's area of concentration) per semester for the first two years of the program. For students without a previously earned degree in business, additional courses, which do not count towards the PhD program requirements are required to acquire the common body of knowledge in business. In the third year, the student is expected to complete two manuscripts of publishable quality. The fourth year is devoted to dissertation research and writing.

Statistics and Research Methodology Requirements

A strong foundation in both statistics and research methods is required to complete the program.

The prerequisite for the following courses is STAT 7000. Students must demonstrate the following fundamental competencies related to statistical inference.

- Understand the difference between a population parameter and a sample statistic.
- Understand the difference between variability in the population and variability in a sample statistic. Fundamental to this concept is the idea of sampling distributions.
- Understand the relationship between sample size and the approximate normality of the sample mean (central limit theorem).
- Be familiar with the concepts of random variables, probability distributions, expected values, and variances.
- Be able to compute (look up) probabilities from the standard normal, t, and binomial distributions.
- Be able to properly specify the null and alternative hypotheses for tests of the mean from one and two populations (one and two-sample Z and t tests).
- Be able to compute (look up) and properly interpret the p-value of a test (one- and two-tailed Z and t tests).
- Be able to specify levels of significance and draw appropriate conclusions to hypothesis tests using p-values.
- Understand the tradeoff between Type I, Type II errors and power.
- Be able to compute and interpret confidence intervals for estimating the mean from one and two populations (one and two-sample Z and t tests).

The Management Ph.D. Statistics and Research Methodology competencies are demonstrated through the successful completion of 5 required courses:

MNGT 8400 Advanced Quantitative Methods I

MNGT 8410 Advanced Quantitative Methods II
MNGT 8420 Advanced Quantitative Methods III
MNGT 8030 Research Methods in Management I
MNGT 8040 Research Methods in Management II

Students are expected to obtain a B average in these courses or could be required to repeat the class by the program committee.

Statistics Faculty

Howard Clayton, Ph.D.....University of Georgia

Allison Jones-Farmer, Ph.D.....University of Alabama

PhD Program Concentrations and Faculty

The PhD program has two areas of concentrations: Organization Studies, Strategy and Change (OSSC) and Management of Information Technology and Innovation (MITI).

Organization Studies, Strategy and Change (OSSC)

The OSSC concentration prepares students to independently engage in high quality research, teaching, and professional practice. Emphasis is placed on diagnosing organizational problems and implementing interventions to improve organizational performance. Our program maintains a reputation for excellence among the academic and business communities. The OSSC concentration provides students with the opportunity to develop an expertise in all phases of organizational diagnosis, strategy formulation and change. The organizational and behavioral context of organizations is addressed in courses on organizational behavior and theory and human resource management. The strategic aspects of organizations are addressed in courses on corporate strategy and research. The process of change is addressed in courses on organizational change and managing change. Rounding this curriculum out are courses in statistics and research methods.

OSSC Core Program Faculty

Achilles Armenakis, DBA.....Mississippi State University

Stanley Harris, Ph.D.....University of Michigan

Sharon Oswald, Ph.D.....University of Alabama

Chris Shook, Ph.D..... Louisiana State University

Garry Adams, Ph.D..... Florida State University

Dave Ketchen, Ph.D..... Penn State University

Brian Connelly, Ph.D..... Texas A&M University

LaKami Baker, Ph.D.....University of Texas, San Antonio

Kyra Sutton, Ph.D.....Ohio State University

Alan Walker, Ph.D.....Bowling Green University

Allison Jones-Farmer, Ph.D.....University of Alabama

OSSC Concentration Offerings

The OSSC Concentration requires eight core PhD seminars identified below. In addition to the required courses, students must select, with the guidance of their advisory committee, 5 hours of electives from those listed. No more than 3 required courses can be waived based on previous graduate courses taken prior to entering the PhD Program. .

Course Offerings

MNGT 6960 Readings in Management (designated for work on the “At-Large” Ms)
MNGT 7150 Organizational Behavior & Change
MNGT 7990 Seminar in Management (designated for work on the “Empirical” Ms)
MNGT 8300 Seminar in Advanced Organizational Theory
MNGT 8310 Seminar in Advanced Organizational Behavior
MNGT 8330 Advanced Topics in Strategic Management
MNGT 8320 Seminar in Strategic Management
MNGT 8700 Seminar in Advanced Human Resource Management

ELECTIVE COURSES

MNGT 7140 Organizational Leadership and Change
MNGT 8510 Practicum in Organizational Change
Other graduate Management, Business, Psychology, Sociology, or Communications courses as approved by the student’s committee

Management of Information Technology and Innovation (MITI)

The MITI concentration provides student with a technical grounding in business processes, including the Management of Information Systems, Operations Management, and Innovation and Technology Management. While the student’s plan of study includes more technically oriented courses, PhD seminars emphasize the overall context of organizations in which business processes are carried out.

MITI Program Faculty

Terry A. Byrd, Ph.D.....University of South Carolina
Casey Cegielski, Ph.D.....University of Mississippi
Howard Clayton, Ph.D.....University of Georgia
Dianne Hall, Ph.D.....Texas A&M University
Allison Jones-Farmer, Ph.D.....University of Alabama
R. Kelly Rainer, Ph.D.....University of Georgia
Chetan S. Sankar, Ph.D.....University of Pennsylvania
Joe Hanna, Ph.D.....New Mexico State University
Brian Gibson, Ph.D.....University of Tennessee

Course Offerings

MITI includes six core PhD seminars identified by an * below. In addition to the required seminars, students must select at least three additional courses from those below to develop an area of competence. At least nine content courses must be taken while the student is in the MITI Program. Two courses, MNGT 6960 and 7990 are required for the program manuscript requirements and are identified by an *** below. Courses taken prior to the PhD Program can be used to satisfy the Graduate School requirements of 60 hours. Students may require additional course to build an area of competence or meet Business School foundation requirements, as determined by their Plan of Study committee.

ISMN 6040 Advanced Business Data Communications
ISMN 7670 Electronic Commerce

ISMN 6680 Advanced Database Administration
 ISMN 7020 Business Telecommunications
 ISMN 7140 Managing End User Computing
 MNGT 7150 Organizational Behavior and Change
 SCMN 6710 Advanced Process Analysis
 ISMN 6690 Knowledge Management
 ISMN 7380 Integrating Information Technologies
 MNGT 7420 Seminar in Organization Change
 ISMN 7660 Information Systems Analysis and Design
 ISMN 7730 Management of Innovation
 SCMN 6720 Quality Process Improvement
 SCMN 7800 Supply Chain Strategy
 ISMN 7830 Advanced Database Management
 ISMN 7870 Expert Systems
 ISMN 7880 Advanced MIS
 ISMN 7890 Information Resources Management
 ***MNGT 6960 Readings in Management (designated for at-large manuscript)
 ***MNGT 7970 Seminar in Management (designated for empirical manuscript)
 *MNGT 8010 MIS Research Seminar I
 *MNGT 8020 MIS Research Seminar II
 MNGT 8300 Theoretical Perspective on Organizational Change
 *MNGT 8500 Advanced MITI Research Seminar
 *MNGT 8660 Research in Information Technology Strategy
 *MNGT 8960 Doctoral Seminar in Management I
 *MNGT 8970 Doctoral Seminar in Management II

A sample program of study for the MITI concentration is available from the Graduate Coordinator.

Plans of Study and Doctoral Advisor

Upon admission to the program, the Graduate Program Director and Department Head will appoint a member of the Core OSSC or MITI faculty to serve as the student's Doctoral Advisor. Initially, the responsibility of the doctoral advisor is to assist the student in developing and filing a Plan of Study with the Graduate School. The Plan of Study must be filed with the Graduate School as soon as possible but not later than prior to the beginning of the student's 2nd year in the program. The Plan of Study Form, Form XV, and revisions forms are available on the Graduate School web page.

It is **not** intended that the Doctoral Advisor ultimately has to serve as the student Dissertation Advisor. At any point, the doctoral student may request a change in Doctoral Advisor as communality of interests and styles become clearer. While this change is a natural evolution of the program and does not reflect negatively on either the faculty member or the student, it is expected that the selection of a Dissertation Advisor be made only once during the student's program. It is the PhD student's responsibility to ensure that his/her Doctoral Advisor has an updated copy of his file, including manuscripts.

The doctoral dissertation chair must be a member of the Graduate Faculty Level 2 and cannot be listed as an Associate Graduate Faculty member. The chair must also be a core member of the OSSC or MITI faculty, depending on the student's major concentration. Requests to have a non-

core faculty member serve as the chair must be made to the core faculty committee for consideration and approval or denial.

Annual Evaluations of Student Progress

The Department of Management's goal is for all students to successfully complete the PhD program in a timely manner and acquire the knowledge, skills and attitudes needed to assure their future success. Therefore, it is departmental policy to evaluate student each May. Student evaluations will include performance in coursework, teaching and research activities, meeting program deadlines, other scholarly activities, and citizenship. The evaluation procedure is as follows:

1. Students complete the department's Annual Progress and Activity Report form (http://www.business.auburn.edu/mngt/documents/progress_activity.pdf) and deliver it to their Doctoral Advisor and PhD Program Coordinator by the first day in May of each year.
2. A meeting of the core faculty in each concentration will be held to review all PhD students. Faculty Advisors will lead the discussion of their students' progress and performance. Other faculty, such as statistics faculty, may be invited to attend the meetings and provide input. The status of each student's progress will be determined and communicated in writing to the student. A copy of this progress report will be placed in the student's permanent file, along with an email or signed statement from the student indicating that they have received this progress report. When students are not meeting PhD program requirements, recommendations for specific actions will be communicated to students, which will specify criteria for maintaining departmental support and program involvement.
3. The student's major professor or area coordinator, and the Department Head, will be responsible for individual feedback to PhD students in both written and oral forms within a month of evaluation completion.

Area Comprehensive Exam Requirement

Doctoral students must pass the two manuscript components constituting the Area Comprehensive Exam to be admitted to candidacy. The Doctoral Advisor and Advising Committee are responsible for sponsoring the student's required papers and presentations. **Students must receive approval from their manuscript committee prior to development of the papers.** At the completion of the paper, a letter grade of A-F will be assigned by the manuscript committee for each of the papers.

Empirical Manuscript: In this manuscript the student will report the results of an empirical, data-based research study designed and conducted by the student. Students must have this paper approved and the appropriate paperwork completed no later August 15 of 3rd year in the Ph.D. program.

“At-Large” Manuscript: This manuscript can be an empirical study (using data collected by the student or secondary data), a conceptual piece (e.g., a comprehensive, critical literature review, development of a theoretical framework, or a meta-analysis), or a legal case analysis or case study. Students must have this paper approved and the appropriate paperwork completed no later August 15 of 3rd year in the Ph.D. program.

Students are encouraged to plan wisely, realizing the time to develop and get a paper approved is generally longer than one semester.

Manuscript Development Policies:

Any deviation from the policies outlined below must be based on the Management Department's Ph.D. Program Steering Committee's approval of a student-generated appeal.

1. Students must pass both manuscript components as outlined below. Failure to complete the manuscript components in the specified time will result in an F in the course which will lead to dismissal.
2. The two manuscripts components can be done in any order or concurrently.
3. The student MUST form a manuscript committee prior to beginning each of the manuscripts. The committee for each manuscript consists of 2 full-time graduate faculty members, one member serving as chair. Composition of this committee can change for each manuscript.
4. The student must submit a formal project/manuscript proposal to each manuscript committee for approval. The proposal should include the topic being addressed, the approach and schedule planned to complete the project, the targeted audience, and the journal targeted for the paper.
5. Manuscript topics must be compatible with the student's area of concentration. Manuscript topics can build from papers completed for course requirements, but coursework will not meet both requirements. It is encouraged that topics relate to the student's anticipated dissertation (e.g., based on extensive review of the literature, conceptual develop, field research, or a pilot research study).
6. Since these manuscripts are intended to build the student's knowledge base and expertise in their field of concentration, manuscripts should be independent work, with supervision and advice from the manuscript committee's members.
7. The manuscript should be written in a fashion consistent with the targeted journal's publication standards (e.g., content, length, structure, style and methods).
8. After the manuscript is submitted to the committee for review, the committee will evaluate the manuscript relative to its quality based on the adequacy of its theory, hypotheses, literature review, methods, analyses, conclusions, implications, and presentation. As with journal submissions, the manuscript committee is expected to request a "revision and resubmission" of the manuscript based on their editorial review. After the necessary resubmissions, the paper committee must finalize its evaluation of the manuscript and assign a grade for that course (MNGT 6960 for the at-large manuscript and MNGT 7970 for the empirical manuscript*). In the event the grade is an F, the student will be dismissed from the program.

*These numbers will be changed to 8000 level courses after approval by curriculum committee.

9. After a manuscript committee accepts a paper, the student will present the paper to a management colloquium for further feedback. The completed manuscript must then be submitted to a professional meeting for presentation, and/or to the targeted journal for publication.

Evaluation criteria will parallel those discussed in Campion's (1993) "Article Review Checklist: A Criterion Checklist for Reviewing Research Articles in Applied Psychology" (*Personnel Psychology*, 46, 705-718).

Research Involving Human Subjects

All graduate students undertaking research involving human subjects must arrange for the University's Institutional Review Board (IRB) for the Use of Human Subjects in Research to review and approve the research. To obtain approval, the student must complete the form "Protocol for Research Involving Human Subjects" which can be obtained from the Office of the Provost in Samford Hall. **Students cannot proceed with the research experience or proposal until this approval is obtained. This is a university requirement.**

Entering PhD Candidacy

Successful completion of the Plan of Study and passing the two manuscripts allows PhD students to begin the development of their Dissertation Proposal.

A Dissertation is intended to be original research, which contributes to the body on knowledge in the field of study. This process includes the following:

1. By the time the student completes the required PhD work, he/she should be focused on their intended dissertation topic. In cooperation with his/her Doctoral Advisor, the student should assemble a Dissertation Committee of at least three members of the graduate faculty of whom two are from the student's area of concentration. The chairman of the Dissertation Committee is especially important in guiding the student through the Dissertation process.
2. The Dissertation Proposal typically requires the student to complete the first three chapters of a dissertation (introduction, literature review and methodology chapters). It includes a statement of justification for the research, explaining the need and importance of the research topic. It includes an extensive literature review, which provides the conceptual understanding and focus for the research. Finally, it includes a description of the research methodology to be used to carry out the research. In most cases, students will have developed a "proof of concept" for the research by having conducted a pilot research project as part of their manuscript development process. Having sample data and preliminary analysis of the concept allows the student to show the viability of the research project. The Dissertation Proposal may be considered the Comprehensive Oral Examination
3. After the Dissertation Proposal is completed, the student must present and defend his/her proposal to the Dissertation Committee and the Management Department. Successful completion of the Proposal Defense allows the student to be accepted for candidacy by the Graduate School.

Dissertation Proposal: A formal dissertation proposal, consisting of introduction, literature review and methodology chapter must be successfully defended and the appropriate paperwork submitted to the Graduate School no later than August 15th of the 4th year in the Ph.D. program.

Dissertation and Final Examination

Completion of the Dissertation and its defense is the final hurdle for completion of the PhD degree in Management. PhD students are required to complete and successfully defend their Dissertation in a formal Dissertation Defense within four years of entering Candidacy. The

Guide to Preparation and Submission of a Dissertation, available in University or local bookstores, can be of help in this process.

All students must take 10 semester hours of MNGT 8990: Research and Dissertation. These hours are not included in the Plan of Study and no grade is assigned for the hours. The number of MNGT 8990 hours during any one semester will range from a minimum of one hour to a maximum of 10 hours, depending on the amount of time being spent on the dissertation.

After the final draft of the dissertation is completed and approved by the student's Dissertation Committee, it is submitted to the Graduate School for review. An outside reader is appointed by the Graduate School to review and critique the quality of the Dissertation. The Dissertation Committee's Chair may provide a list of potential names for outside reader to the Graduate School at any time prior to the completion of the first draft of the dissertation. When the Graduate School has approved the dissertation, the student may apply to the Graduate School for his/her final Dissertation Defense (known as the Final Examination). The application must be filed with the Graduate School at least ten working days prior to the final defense to allow time to advertise the defense.

The student's Dissertation Committee conducts the final defense. Successful completion requires unanimous support of the committee (the outside reader will attend but does not vote). All faculty and PhD students are permitted to attend the defense. Final copies of the dissertation (two) must be submitted to the Graduate School by the deadline established for the semester of graduation. All dissertations must be microfilmed by University Microfilms International of Ann Arbor, Michigan, which publishes the abstract in Dissertation Abstracts. The student is required to pay for these services.

Dissertation: The dissertation must be successfully defended and the appropriate paperwork submitted to the Graduate School no later than August 15th of the 6th year in the Ph.D. program.

It is important that all students familiarize themselves with the Graduate School procedures for the completion of the dissertation and graduation. The summary of graduation procedures and the graduation check lists are available in the Graduate School. It is the student's responsibility to meet the Graduate School's requirements for graduation, which includes clearance for graduation one semester prior to completion, properly formatting the dissertation, meeting the specified dates for submission of drafts for Graduate School review, and submission of the final dissertation to meet graduation deadlines. There are many forms that must be completed prior to the defense. Please become aware of the necessary procedures and consult with the Graduate School (<http://www.grad.auburn.edu/>) in Hargis Hall. This is imperative to timely completion and graduation.

Program Dismissal Policies

Students may be dismissed from the PhD programs in the Management Department for the following reasons:

1. Academic Dishonesty. The Department of Management follows the policies on academic dishonesty as established in the Tiger Cub. If a student is found guilty of academic dishonesty after following the procedure outlined in the Tiger Cub, he/she will be dismissed from the Ph.D. program.

2. Deficient GPA. If a student's cumulative graduate GPA falls below 3.0, the student will be placed on academic probation. If the cumulative graduate GPA remains below 3.0 after the next 9 credit hours (one semester) of graduate enrollment (graded and upgraded), the student will be dismissed from the PhD program..
3. Class failure. If a student earns an F in any course taken as part of their Auburn coursework toward the graduate degree, they will be dismissed from the program. A grade of incomplete in a class must be removed within 6 months or it will be automatically converted to an F. The 6 month limit applies regardless of whether or not the student is enrolled.
4. Violation of Professional Ethical Standards. Graduate students are expected to hold and display the highest levels of professional standards of behavior. Violations of professional standards leading to dismissal from the program include, but are not limited to, the following:
 - a. Abuses of teaching responsibilities/authority. Graduate students with teaching assignments are expected to conduct themselves in ways, which correspond to accepted standards of teaching. Abuses include inappropriate behaviors, such as sexual harassment, discrimination based on sex, religion, age, race, color, national origin, or disability, grade "selling," excessive class cancellations, and general neglect and dereliction of teaching duties.
 - b. Violations of Confidentiality Arrangements. Most graduate students will engage in some form of research. Oftentimes this research requires the use of human subjects and arrangements of confidentiality. Violations of the researcher/research subject trust are serious professional offenses and reflect badly on the profession and Auburn University. Violation of agreements with, or abuse of, research subjects are grounds for dismissal from the program.
 - c. Scholarly Misconduct. Plagiarism, data fabrication, data stealing, or authorship misconduct (e.g., omitting a rightful author or claiming another's work as your own) with regard to scholarly materials are serious professional offenses and are grounds for dismissal from the program. Falsification of information or misrepresentation of credentials including resumes.
5. Failure to Satisfy the Deadlines, Criteria, or Other Requirements for Continuation as specified in this document and by the Faculty. If it is judged by the Faculty that a student is not making adequate progress or that his/her ability to complete the program in a timely fashion is in doubt, they can formally communicate to the student their concerns and communicate deadlines, criteria, or other requirements that must be met in order to continue in the program. Typically, such requirements would be part of the student's annual performance review. However, the department can change program requirements as needed at any time during the student's program.
6. Lack of Program Progress. Based on a student's annual Faculty review, inadequate progress can cause a student's dismissal from the program.
7. Professional Paper Failure. A Ph.D. student cannot enter candidacy and will be terminated from the program if he/she fails to complete two "publishable" papers by the end of their third year. Papers must meet the requirements specified under Manuscript Development Policies.
8. Appeal Process. Appeals to any dismissal decision must follow the Appeal Policies set forth in this Policy Manual.

Appeal Policies

Students can appeal Faculty decisions as follows: The student should submit, in writing, the request for appeal and justifications for such request to the Department of Management's Head. An ad hoc PhD Review Committee, appointed by the Department Head, will review and rule on appealed decisions. The committee will include at least one faculty member outside the student's area of concentration. The committee will have full authority of the department in reviewing and deciding the case.

Department of Management Doctoral Program Graduates*

Name	Concentration	Year Graduated	Present Placement	Position Held
HRMN/OAC Concentration (now OSSC)				
Allison Harrison Pearson	HRMN	1993	Mississippi State	Professor
Ron Robinson	HRMN	1994	Troy University, Fort Benning	Retired Associate Professor
David Nye	HRMN	1994	Athens College	Professor
Hank Findley	HRMN	1995	Troy University, Troy	Professor and Chair of Business Programs
Stew Langdon	HRMN	1996	Springhill College	Associate Professor (former Dept. Head)
Robert Hirschfield	HRMN	1996	University of Colorado, Denver	Assistant Professor
Robin Snipes	HRMN	1996	Columbus State	Professor
Pat Borstorff	HRMN	1996	Jacksonville State	Professor
Mary Kirchoff	HRMN	1997		
Sara Bliss Kiser	HRMN	1998	Judson College	Associate Professor
Matt Rutherford	OAC	2001	Virginia Commonwealth	Associate Professor
Mark Jordan	OAC	2001	North Georgia College & State University	Associate Professor
Beth Redden	OAC	2001	Army Research Institute	Research Scientist
Mike Schraeder	OAC	2001	Troy University-Montgomery	Assistant Professor
Bill Schaninger	OAC	2002	McKinsey Consulting	Consultant
Lori Muse	OAC	2002	California State-Fullerton	Assistant Professor
Scott Campbell	OAC	2003	Francis Marion University	Assistant Professor
Jackie DiPofi	OAC	2003	Small Business Development Center, Auburn University	Director
Michael Cole	OAC	2003	Texas Christian University	Assistant Professor
Karen Smola	OAC	2003	Troy University—Ft. Benning	Assistant Professor and Program Coordinator-Undergraduate Business Programs
Rob Sims	OAC	2003		
Holt, Danny	OAC	2002	Air Force Institute of Technology	Assistant Professor/ Lt. Colonel
Daniel Michael	HRMN	2004	University of Southern Mississippi-Gulf Park	Assistant Professor
Jakki Tellis	HRMN	2004	42th Contracting Squadron Maxwell Air Force Base	Contract Specialist
Brian Gregory	OAC	2004	Northern Arizona University	Assistant Professor
Phil Chansler	HRMN	2005	College for Professional Development, Maxwell Air Force Base	Director, Plans and Requirements
Mitch Crocker	HRMN	2005	Steven F. Austin University	Assistant Professor
Bret Becton	OAC	2005	University of Southern Mississippi	Assistant Professor
Jeremy Bernerth	OAC	2005	University of South Alabama	Assistant Professor
Dennis Self	OAC	2005	Troy University-	Assistant Professor

Veena Prabhu	OAC/HRMN	2007	Montgomery California State University at Los Angeles	Assistant Professor
Rynetta Washington	OAC/HRMN	2007	Columbus State University	Assistant Professor
Jack Walker	OAC/HRMN	2007	Texas Tech University	Assistant Professor
Neil Tocher	OAC/HRMN	2007	Idaho State University	Assistant Professor
Nathan Moates	OAC/HRMN	2007	Valdosta State University	Assistant Professor
Jeremy Stafford	OAC/HRMN	2007	Univ. of North Alabama	Assistant Professor
Felix Verdigets	OAC/HRMN	2008	CRA International	Associate Principle
Dean Vitale	OAC/HRMN	2008	Air Force Institute of Technology	Assistant Professor/Lt. Colonel

MITI Concentration

Charlotte Stephens	MITI	1991	Louisiana Technology University	Professor (retired)
Ronald McGaughey	MITI	1991	Central Arkansas University	Professor
Jerry Lee Maier	MITI	1992	Middle Tennessee State University	Professor (former Dept Head)
Tommy Roberts	MITI	1993	Louisiana Tech	Clifford R. King Professor of Information Systems
Bruce Lewis	MITI	1993	Wake Forest University	Associate Professor
Paramjit Kahai	MITI	1994	NEO IT & Security, LLC	CEO
Marc Miller	MITI	1994	Augusta State University	Professor and Dean
Michael Whitman	MITI	1994	Kennasaw State University	Professor
Jerry McCreary	MITI	1994	Merrill Lynch	Stock Broker
Mary Astone	MITI	1995	Troy University-Troy	Associate Professor
Kamal Hingorani	MITI	1995	Alabama State University	Professor & Chairperson CIS
Lucretia Zienert Parham (deceased, 2008)	MITI	1996	Augusta Tech	Chief Information Officer
Robert Little	MITI	1998	Auburn University- Montgomery	Associate Professor & Department Head
Jeff Harper	MITI	1998	Indiana State University	Professor
Doug Turner	MITI	1998	University of West Georgia	Associate Professor
Nancy Davidson	MITI	1999	Auburn University- Montgomery	Assistant Professor (retired)
Steve Morris	MITI	1999	Middle Tennessee State University	Associate Professor
Robert Bryan	MITI	1999	Covenant College	Assistant Professor
Michael Masterson	MITI	2000	Troy State University- Montgomery	Associate Professor
Denise McManus	MITI	2000	University of Alabama	Assistant Professor
Gary Templeton	MITI	2000	Mississippi State University	Associate Professor
Victor Mbarika	MITI	2000	Southern University	Associate Professor
Jifu Wang	MITI	2001	University of Houston, Victoria	Associate Professor, Interim Dean of the College of Business Administration
Cheri Henderson	MITI	2001	University of Texas at Arlington	Assistant Professor
Summer Bartczak	MITI	2002	University of Central Arkansas	Instructor/Lt. Colonel
Sock Chung	MITI	2002	Eastern Michigan University	Assistant Professor
Robert Gehling	MITI	2002	Auburn University- Montgomery	Associate Professor
Laura Russell	MITI	2002	Faulkner University	Assistant Professor
Nahzro Terase	MITI	2003	University of North Alabama	Assistant Professor
Rhonda Syler	MITI	2003	University of Arkansas- Little Rock	Associate Professor
Bell, John	MITI	2003	Air Force Institute of Technology	Assistant Professor
Albritton, David	MITI	2004	Northern Arizona University	Assistant Professor

Paul Schwaiger	MITI	2004	Eastern Carolina University	Assistant Professor
Yajiong Xue	MITI	2004	Eastern Carolina University	Assistant Professor
Samir Mousalli	MITI	2004	Huntingdon College	Dean and Frank A. Plummer Chair
Jim Downey	MITI	2004	Central Arkansas University	Assistant Professor
Teresa Lang	MITI	2004	Columbus State University	Assistant Professor
Ken Knapp	MITI	2005	United States Air Force Academy	Assistant Professor
Kittipong Laosethakul	MITI	2005	Sacred Heart University	Assistant Professor
Jennifer Pitts	MITI	2006	Columbus State University	Assistant Professor
Brad Prince	MITI	2006	University of West Georgia	Assistant Professor
Nikhil Mehta	MITI	2006	Florida A&M	Assistant Professor
Chris Boone	MITI	2006	Air Force Institute of Technology	Assistant Professor
Anne Adrian	MITI	2006	Auburn University	Co-leader Computer Technology, ACES
Jim Ryan	MITI	2006	Troy University, Troy	Assistant Professor
Randy Bradley	MITI	2006	University of Tennessee	Assistant Professor
Evelyn Thrasher	MITI	2006	Western Kentucky University	Assistant Professor
Todd Peachey	MITI	2006	Air Force Institute of Technology	Assistant Professor
Frank Morris	MITI	2006	The Citadel	Assistant Professor
Jeannie Pridmore	MITI	2007	Loyola University-Baltimore	Assistant Professor
Todd Dugo	MITI	2007	Air Command and Staff College, Maxwell Air Force Base	Chair of Distance Learning Operations Department
John Drake	MITI	2008	Eastern Michigan University	Assistant Professor
Barry Cumbie	MITI	2008	University of Southern Mississippi	Assistant Professor
Ken Corley	MITI	2008		
Ben Skipper	MITI	2008	Air Force Institute of Technology	Assistant Professor/ Major

**The Doctoral Program began in Fall, 1988*

APPENDIX A

Ph.D. Student Annual Progress and Activity Report For the period February 1, 20xx - January 31, 20xx

Please Complete this Report and Deliver it to your Doctoral Advisor by February 1, 20xx

Name:

Home Address:

Work Phone:

Home Phone:

E-mail address:

Ph.D. Area of Concentration:

Date of Entry into Program (give quarter/semester and year):

1. Committee (as designated on your Plan of Study):

Current committee type: ___ advisory ___ dissertation

Chair:

Other Members:

2. Courses Taken (list all courses taken or currently taking; include independent studies & MNGT9000 credits):

Quarter/Semester Taken:

Course Number:

Course Title:

Instructor:

Final Grade:

3. Status on Program Requirements (describe your status with regard to each of the following; where appropriate, estimate % of completion; for manuscripts, indicate chair and committee members if different than identified in #1 above):

a. Plan of Study (date of approval/amendments):

b. Residency Requirement:

c. Five Research/Statistics Courses:

d. Statistics Comprehensive Exam:

e. Eight Elective Courses:

f. General Written Exam (OR):

--Empirical Manuscript:

--“At-Large” Manuscript:

g. General Oral Exam:

h. Dissertation:

4. Teaching Activities (list all courses taught or being taught, by semester; attach copies of all syllabi & all teaching evaluations, both numerical & written):

Semester/Year:

Course (and #):

of Students:

Distribution of Grades (% “A”, etc):

Evaluations:

5. Research Activities (describe all research projects you have participated in, your role in the project, and outcomes generated):

6. Consulting/Training Activities (describe all consulting and training activities you have been involved in either as presenter, planner, coordinator or assistant):

7. Scholarly Papers & Presentations (list all publications, presentations, submissions, and scholarly work in progress; indicate co-authors; and provide supporting documentation or copies of the actual work):

a. Publications:

--1. Articles:

--2. Proceedings:

b. Presentations:

c. Manuscripts under review:

d. Work in progress:

8. Honors (describe any honors you have been awarded for this period):

9. Other Professional Activities (list all other professional activities not described above):

a. Professional meetings attended:

b. Editorial/reviewing activities:

c. Workshops attended:

d. Membership in Professional Organizations:

e. Other:

APPENDIX B

Application for Departmental Travel Funds, Department of Management- Ph.D. Program

Personal Information

Name: _____

Social Security Number: _____

Application Date: _____

Degree Sought: _____

Supervising Professor: _____

Travel Information

Purpose of Travel: _____

Meeting Name: _____

Meeting Location: _____

Meeting Dates: _____

Paper Title: _____

Author(s): _____

Funds Sought

As per the policy, did you request funds from the Graduate School? _____yes _____ no

Did you receive funds from the Graduate School? ___yes ___no

If yes, how much money did you receive? \$_____

Did you request and received money from the Department during this academic year?_____yes _____ no

If yes, how much and for what purpose? \$_____ Purpose: _____

Budget Information

Transportation Costs (specify means of travel): _____

Lodging Costs: _____

Meeting/registration Costs: _____

Meals: _____

Other (specify): _____

Less Funds provided by Graduate School: _____

Total Requesting: _____