

ISENBERG PHD STUDENT HANDBOOK

Fall 2022

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1. MESSAGE FROM THE DIRECTOR

Welcome to the Doctoral Program in the Isenberg School of Management at UMass Amherst! This handbook contains many of the administrative details and schedules that you will need to follow to get through the program successfully. Please read carefully and understand the rules and procedures. Also, pay attention to any email announcements with new policies and procedures. If you have any questions, please see your PhD Area Coordinator, our PhD Program Administrator--Mike Korza, or me.

George R. Milne
Associate Dean of Research
Director, Doctoral Program
Professor of Marketing

2. CONTACT INFORMATION

Director of Program & Area Coordinators

Ph.D. Program Director: Professor George R. Milne

Office: 362 Isenberg, Tel: 413-545-5669, milne@isenberg.umass.edu

Accounting: Professor Elaine Wang

Office: N385 Isenberg, Tel: 545-7613, ewang@isenberg.umass.edu

Finance: Professor Fousseni Chabi-Yo

Office: 307B Isenberg, Tel: 545-7628, fchabiyo@umass.edu

Hospitality and Tourism Management: Professor Albert Assaf

Office: 223C Isenberg, Tel: 545-4045, assaf@isenberg.umass.edu

Information Systems: Professor Monideepa Tarafdar

Office: 206D Isenberg, Tel: 577-0957, mtarafdar@isenberg.umass.edu

Management Science: Professor Anna Nagurney

Office: 316 Isenberg, Tel: 545-5635, nagurney@isenberg.umass.edu

Marketing: Professor Elizabeth Miller

Office: 231C Isenberg, Tel: 545-5639, emiller@isenberg.umass.edu

Organization Studies/Strategic Management: Professor Joe Labianca

Office: N260 Isenberg, Tel: 545-5617, glabianca@umass.edu

Sport Management: Professor Elizabeth Delia

Office: 255D Isenberg, Tel: 545-5590, edelia@isenberg.umass.edu

Isenberg School of Management PhD Program Office

Program Administrator: Michael Korza

Office: 360 Isenberg, Tel: 545-5675, mkorza@isenberg.umass.edu

Resources:

Graduate Student Service Center, 534 Goodell Building

Tel: 545-0722 Email:

- Admissions: gradadm@grad.umass.edu
- Degree Requirements: degreq@grad.umass.edu
- Records: gradrec@grad.umass.edu
- Website: <https://www.umass.edu/gradschool/>

Office of the Graduate Dean, 514 Goodell Building

Tel: 545-5271 Email: graddean@grad.umass.edu

Human Resources, 325 Whitmore Administration Building

Tel: 545-0483 Website: <https://www.umass.edu/humres/>

International Programs Office, 467 Hills South, 4th Floor

Tel: 545-2710 Website: <https://www.umass.edu/ipo/>

Assistantships and Fellowships Office, 517 Goodell

Tel: 545-5287 Email: gradappt@grad.umass.edu

Website: <https://www.umass.edu/gradschool/funding-support/graduate-assistantship-office>

Graduate Employee Organization, 201 Student Union

Tel: 545-0705 Email: geo@external.umass.edu

Website: https://www.geouaw.org/?page_id=2976

Code of Student Conduct, 227 Whitmore Administration Building

Tel: 413-545-6281 Email: studentconduct@umass.edu

Website: https://www.umass.edu/dean_students/codeofconduct

3. REQUIREMENTS & FORMAL EXAMINATIONS

Program Requirements

Core Coursework Requirements: 45 credits. (See Areas of Study). This is usually accomplished during the first two years. A grade of "B" or better must be earned for credits to count toward the 45 credit tally. Isenberg (SCH-MGMT) classes must be 800 level to count. Courses outside of Isenberg must be 600 level or up to count toward the 45 credit tally. 500 level will need prior approval. Dissertation Credit Requirements: 18 credits of SCH-MGMT 899 (1-9 credits per semester). Dissertation credits are to be taken only after all course work is completed.

Teaching Seminar: Students are required to take the Teaching Seminar during the fall semester of the first three years of the program. The one credit seminar does not count towards their 45 credits of core coursework.

Teaching Requirement

Students are required to work as primary course instructors for three semesters in order to graduate. Teaching as primary instructor of 2 in-class and 1 on-line class within 4 years. Students who receive a fifth year of funding must teach 5 total courses by the end of their fifth year.

The official 5th year teaching policy:

5th Year Funding Policy (revised September 2021).

PhD Students will be funded during their 5th year given:

- They are in good standing by the end of their 4th year (including ABD)
- They have taught a minimum of 3 classes within the first 4 years. One of these classes must be online.
- They will need to teach 5 total classes over their five years. A residency requirement is required for their 5th year. The online/Face to Face composition of the remaining classes is up to the department.
- By Jan. 1 on the 4th year they must be on schedule to teach during their 5th year. The number scheduled must help fulfill the 5 required classes to be taught over the 5 years in the program. Minimum class sizes must be adhered to.
- If the department funds a fifth-year student but the teaching requirement is not met, the department will lose a doctoral line in the next admission cycle.
- If a department does not fund a student due to graduation or attrition, there will be no loss of doctoral lines.
- Student should not teach classes for additional compensation until their obligation to the teaching policy is fulfilled.

Research Requirement

Students are required to conduct a minimum of one year of research under the guidance of a graduate faculty member.

Research Papers/Summer Papers

Summer paper requirements are required for most areas. Successful completion of these requirements are essential for maintaining "in good standing" status.

Comprehensive Exam

All students must pass a comprehensive examination in their major area. The major area coordinator determines the comprehensive examination date. Please check with the area coordinator for the expected exam date. A committee consisting of a minimum of three UMass Amherst graduate faculty members gives the exam. Two of the committee members must be graduate faculty members of Isenberg, representing the student's major field of concentration. The third member should represent the student's minor field of concentration and does not need to be from Isenberg. Students should note that the comprehensive examination committees are distinct from the dissertation proposal/dissertation committees. If the student fails the comprehensive examination, they may be given a second and final examination at the discretion of the examining committee and the Ph.D. Program Director.

Dissertation Proposals

After students reach candidacy (completed coursework and passed comps exam), they form a dissertation committee and put together a dissertation proposal. All committee members must attend the oral proposal for it to be valid. Failure to successfully pass a proposal can lead to dismissal from the program. After passing the dissertation proposal, the student achieves ABD (all but dissertation) status.

Ph.D. Program Timeline

	year 1	Year 1 sum.	Year 2	Year 2 sum.	Year 3	Year 3 sum.	Year 4	Year 4 sum.	Year 5	Year 5 sum.
Course work	■		■							
Teaching Seminar(s)	■		■		■					
summer paper(s)		■		■	■					
Comprehensive Exams#			■	■	■					
Take Dissertation Credits*			■	■	■	■	■	■	■	
Proposal Defense**				■	■	■	■	■	■	
Dissertation Defense							■	■	■	
Graduation***									■	■

#some programs have comprehensive exams in summer of 2nd year, others the fall of 3rd year.

*The student achieves candidacy after passing the comprehensive exam and completing the coursework requirements (including summer paper and teaching seminars).

At this point, the student's official transcript reflects candidacy. The statute of limitation is now five years from the end of the semester that the student achieved candidacy.

**ABD status is achieved after the successful dissertation proposal

***PhD status is after Graduation.

Satisfactory Progress:

To determine satisfactory progress the GPD will consult with the Area Coordinator, Advisor, and Department Chair, as well as the academic record. Satisfactory progress is defined as meeting the programs expectations, deadlines, and requirements in a timely manner as outlined in the program time line above. Failure to complete the coursework, summer paper, comprehensive exam, proposal, and defense milestones within the expected time may result in dismissal from the program. If the student fails one of the milestones above then they are subject to dismissal.

Coursework Stipulations:

- If your track has recurring seminars every year please check in with the PhD Program office on how credits are to be counted.
- An incomplete for an independent study will prevent a student from enrolling in another independent study. A passing grade must be given in order to start another independent study. Maximum of 2 independent studies will count toward 45 credit tally.
- An incomplete in any of the 897T teaching seminars will prevent the student from reaching candidacy.

Statute of Limitations (SOL)

Students must make the request directly to the Graduate Program Director, who approves and submits the extension recommendation. Then, the Dean of the Graduate School must ratify the Program Director's recommendation.

When asked for an extension, the Graduate Program Director will:

1. Review the student's file.
2. Discuss the matter with relevant faculty, especially the chair of the student's dissertation committee.
3. Talk to the student about their status and plans for completion of their program.

The Program Director generally recommends the first extension if they are satisfied that the student is in good standing, has made reasonable progress to date, and has a realistic plan for completion. By the 4th year, a student should at least have passed their comprehensive exam, identified a research topic, and selected a dissertation committee. Students enter program with an SOL of 6 years, once the student has achieved candidacy through passing their comprehensive examination, their SOL will be reset to five years.

When a statute of limitations is about to expire, either a six-month or one-year extension may be recommended. That recommendation will be contingent upon an appropriate understanding between the Program Director and the student regarding what the student is to accomplish within that period. Normally, the goal will be to finish the dissertation by the end of the extension period. If the student has not finished by the end of the first extension period, the review process will begin anew. The Program Director will again seek input on the student's progress, particularly regarding their progress since the first extension was granted. An appropriate recommendation will be based on the Program Director's assessment of that input. A student who has continued to make progress and is now relatively close to completion would generally be recommended for an additional extension.

Students should note that an extension of the statute of limitations is designed to facilitate students who continue to work and to make steady progress toward their degree. Where circumstances do not permit such progress, the appropriate course of action is to request a leave of absence.

Other Important Terms:

ABD: All But Dissertation. The status is given to a student after reaching candidacy and passing the dissertation proposal. ABD is necessary to receive 5th year funding.

Candidacy: The status given to a student after passing comprehensive exam and completing coursework.

Good Academic Standing: The area coordinator, faculty advisor and Graduate Program Director determine good academic standing. Good academic standing requires sufficient progress in passing of concentration milestones (coursework, summer papers, qualifying (if given) and comprehensive exams, dissertation proposal) as outlined by the timeline. Coursework needs to have a GPA above a 3.0. Only courses with grades with a B or better will be counted toward the 45 credit coursework requirement.

Statute of Limitations: The Graduate School provides a six-year statute for students entering a doctoral program. Those who wish to remain in the program and continue to pursue their degree past these limits must request and be granted an extension.

4. COURSES

Registering for Courses

Using SPIRE to Enroll in Classes **before semester begins**

- Discussions or Lab: Some courses may have both a lecture section and a required discussion or lab. To see if a course has a lecture and required labs or discussions, on the Class Detail page, look under the Components heading.

Time Conflicts

- You cannot pre-register for classes that meet at the same time (or even overlap briefly) in SPIRE. Once the semester starts, if you have permission from both instructors, you can submit a request to the Registrar's Office. If space is available and you meet all other requirements for the classes, you will be added into the conflicting class.

Requisites & Other Enrollment Restrictions

- Some courses are restricted to majors or upper-level students. Others require instructor consent or various requisites. Any enrollment restrictions for a class appear on the Class Detail page. If you do not meet the requirements, you cannot add restricted classes in SPIRE. Contact the instructor or the academic department to find out what to do.

*Students should note that all doctoral courses in Isenberg are listed under SCH-MGMT (Isenberg School of Management subject, SCH-MGMT as the abbreviation.) You will not find doctoral courses under subjects such as "Marketing" or "Finance." All Isenberg doctoral courses are listed under the Spire subject of "Isenberg School of Management (SCH-MGMT)" and will be at the 800 level.

Teaching Seminar

Every student is required to take the teaching seminar on "how to teach." This course on teaching will consist of readings and online assignments, as well as live discussions that will prepare the student for teaching in the classroom. Students are required to take this credit seminar in the fall semester for the first three years. The course numbers for the teaching seminar are: SCH-MGMT 897TA 1st Year, SCH-MGMT 897TB 2nd Year, SCH-MGMT 897TC 3rd Year. Grades are pass/fail. Failure to complete assignments successfully will lead to an incomplete grade.

Syllabus SCH-MGMT 897T Teaching Seminar

SCH-MGMT 897TA-01 (First Year)

- Attend all classes.
- Read the materials on Black Board Learn (BBL) from the book Tools for Teaching (second edition), by Barbara Gross Davis; write your answers in BBL Questions by the end of the second semester.
- Participate in the online class about online teaching.
- Prepare a syllabus for a class you are likely to teach.
- Prepare a teaching philosophy statement.

897TB-01 (Second Year) and 897TC-01 (Third Year)

- Attend all classes.
- Participate in the online class about online teaching (unless you have proof of previously completing class).
- Prepare/revise a syllabus for a class you are likely to teach.
- Prepare/revise a teaching philosophy statement.

Methods Classes

SCH-MGMT 804 Research Methods and SCH-MGMT 805 Multivariate Methods are a two-course series taught by research faculty from Isenberg. Each instructor provides materials for their module either in class or via blackboard learn. Each module will have individual data analysis assignments. Students must complete assignments by their due dates, as the modules build upon each other. Instructors grade the modules they teach. The final grade is a weighted average across modules. Accounting, HTM, Information Systems, Management, Marketing, and Sports Management require this series.

SCH-MGMT 804 Research Methods (fall semester)

The purpose of this course is to acquaint students with various research methods/techniques. This course provides a review of tools and techniques often used in preliminary stages of research programs. We begin with a review of research styles and the multi-method style of research. Then, we cover survey methods; scale development; data preparation; reliability and validity; exploratory and confirmatory factor analysis;; qualitative analysis; and working with secondary data.

SCH-MGMT 805 Multivariate Methods (spring semester)

In this course, we cover experimental research processes; hypothesis testing; ANOVA, MANOVA, MANCOVA; OLS and Maximum likelihood; Mediation and Moderation; Regression with limited dependent variables; Panel regressions; and SEM.

Independent Study

Students may enroll in independent studies under the supervision of a graduate faculty member. These independent study credits may count towards the 45-core course credits required to graduate. Students who have received incomplete grades for independent studies are not permitted to enroll in future independent studies until they have completed their prior work and have received a final letter grade. Students can take no more than 2 independent studies while in the program.

Signing up for an independent study:

In order to have an independent study considered for acceptance, a student must develop a proposal in conjunction with a faculty sponsor.

Proposal Format.

A. Project purpose – The independent study proposal must have a concise, clearly worded description of the project. The project purpose should explain the unique aspect of the proposal and the need to address it through the independent study alternative.

B. Academic merit – The proposal must address the academic component that will be addressed in this independent study such as the literature to be reviewed, model proposed, etc.

C. Measurement of performance – In order for any independent study proposal to be accepted, a specification of how the student's academic performance on this project will be assessed must be clearly defined.

D. Faculty sponsor – It is the student's responsibility to identify a faculty sponsor and gain the faculty member's support for the project.

E. Credit requested

F. Timeline for project – A specific outline of the progression of this project, including a scheduled date for completion.

Students should complete the independent study proposal, secure the signature of their faculty sponsor, and email the signed independent study proposal form to the Ph.D. Program Coordinator (Mike Korza). The submission must be before the Add/Drop deadline (usually 1 or 2 weeks after courses start). After the Graduate Program Director approves the proposal, the PhD office will enroll the student in SCH-MGMT 896.

Independent Study Proposal
Ph.D. Program
University of Massachusetts Amherst

In order to have an independent study considered for acceptance, a student must develop a proposal in conjunction with a faculty sponsor. This proposal must address the following aspects (please attach a copy of the proposal to this form).

- A. Project purpose – The independent study proposal must have a concise, clearly worded description of the project. The project purpose should explain the unique aspect of the proposal and the need to address it through the independent study alternative.
- B. Academic merit – The proposal must address the academic component that will be addressed in this independent study such as the literature to be reviewed, model proposed, etc.
- C. Measurement of performance – In order for any independent study proposal to be accepted, a specification of how the student's academic performance on this project will be assessed must be clearly defined.
- D. Faculty sponsor – It is the student's responsibility to identify a faculty sponsor and gain the faculty member's support for the project.
- E. Credit requested
- F. Time Line for project – A specific outline of the progression of this project, including a scheduled date for completion.

Approval Process

Foremost for any independent study project to be acceptable, it must have demonstrated academic value. (Independent studies are considered elective courses and not acceptable or allowed as a substitute for a core course.) In order for an independent study project proposal to be accepted, a completed proposal, with approval from a faculty sponsor and the director, **must be completed by the beginning of the second week of classes**. Proposals turned in after that date **will not** be accepted for that current semester.

Since credit is awarded for an independent study similar to an academic course, employment activities conducted in conjunction with an assistantship, or experiences of a professional development nature alone, while all of value, are not acceptable for academic credit.

INDEPENDENT STUDY FORM

Student Information and Approvals
Ph.D. Program
University of Massachusetts Amherst

Name _____ Spire ID _____

Email: _____ Faculty Sponsor _____

Semester: _____ Number of Credits _____

Approval Signatures:

1. _____
Student Date

2. _____
Faculty Sponsor Date

3. _____
Director Date

OFFICE USE ONLY: Schedule #: _____ Date Entered in Database: _____ Date Entered in SPIRE: _____

Maintaining Active & Full-Time Student Status

As students enroll in courses, they should carefully note the following:

1. Enrollment in 9 credits or more is required for full-time student status. If you drop below 9 credits and need to maintain **full-time status** for visa or financial aid purposes, you must email the Ph.D. Program Coordinator to request an override into full-time status. The International Programs Office emails international students notifications on their enrollment status. However, the IPO does not send these notifications to the Ph.D. Program Office. Therefore, each student is responsible for contacting the department directly to request the override.
2. If students who have completed both the 45 credits of coursework and the 18 dissertation credits, still need to maintain **active graduate student status**, they must enroll in the “Continuous Enrollment” and pay the \$285 Program Fee. The class for this is **GRAD-SCH 999** on Spire. Similar to enrolling in standard courses, you must enroll in GRADSCH 999 no later than the semester add-drop deadline. **If you do not maintain active student status--through either standard course enrollment or GRADSCH 999--the graduate school will view you as an inactive student, and will withdraw you from the University.**
3. **Please note the difference between “full-time” status and “active” status.** If a student requests a full-time override, this does not guarantee that they have an “active” status. To maintain active status you need to enroll in either standard courses or GRADSCH 999. Similarly, if a student enrolls in GRADSCH 999 to maintain active student status, and needs full-time status for visa or financial aid purposes, they are responsible for contacting the department to request the override.

5. THE DISSERTATION PHASE

Dissertation Committee

After the student has passed the preliminary comprehensive examination, they should promptly develop a dissertation proposal and form a dissertation committee. The student proposes the dissertation committee in consultation with their advisor and area coordinator. Once the student has confirmed that the proposed members have agreed to serve on the dissertation committee, they must submit the proposed committee to the Graduate Program Director for approval. The dissertation committee will not be formally recognized or approved until the Graduate Program Director nominates committee membership to the Dean of the Graduate School. It is important to confirm the dissertation committee well before the dissertation proposal takes place.

Dissertation Committee Composition:

- Must be composed of a minimum of three Graduate Faculty members.
The requirements for Graduate Faculty status in Isenberg are:
 1. Possess a terminal degree in (or related to) the field in which the faculty member is teaching.
 2. In the past five years, publish an article in the A – level or above.
- At least two members must be from Isenberg.
- The chair must be from Isenberg. The chair’s background should be consistent with the scope and direction of the student's proposed research. The chairperson should be knowledgeable about the dissertation subject matter.

- At least one member on the University of Massachusetts Amherst faculty must be from outside of the Isenberg School. A graduate faculty member who works in a department outside of Isenberg, on the University of Massachusetts campus, is an “Outside Member”.
- At least one member must be from the student's department/sub-plan.

Students may request to work with a faculty member not on the University of Massachusetts Amherst faculty. These members are “External Members.” Note that External members do not count as Outside members. The external members must meet Isenberg’s standards for graduate faculty status

Outside Members and External Members shall, without exception, be voting members of the dissertation committee and are expected to be active participants beginning with the preparation of the dissertation proposal.

The remaining members of the dissertation committee are selected according to their expertise in the field of inquiry. The dissertation committee is distinct from the comprehensive examination committee and may be comprised of different members of the graduate faculty.

The student's advisor, may, but will not necessarily, serve as the dissertation chairperson. The chairperson of the committee shall be the primary faculty member responsible for the direction of the student's research. The chairperson has the responsibility to arrange a conference with the members of the committee and the candidate before approving the dissertation proposal. The dissertation committee is responsible for approving the dissertation proposal, supervising its execution, and arranging the final examination of the student.

Dissertation Prospectus (proposal)

The student formally presents the proposal to the committee. The dissertation committee either approves, alters, or rejects the dissertation proposal.

Administrative Procedure:

- Communicate with your committee members to arrange a time and date that works for everyone on the committee. One member of the dissertation committee can Zoom into the proposal. The rest of the committee must meet in person.
- Keep in mind, the Isenberg building has limited available room, so, Friday afternoons are the best option for scheduling dissertation proposals.
- What to provide the Ph.D. Program Office no less than two weeks prior to the tentative date of the dissertation proposal:
 1. Requested time/date/preferred room location (ISOM 112, 210, 106, 108 are recommended)
 2. PDF of abstract. Follow guidelines on Graduate School website for formatting.
 3. Confirm that the Graduate School before the dissertation proposal has approved your committee. You can see this on Spire/Academics/Unofficial Transcript.
- The Ph.D. Program Coordinator will secure the room reservation, email the Isenberg community an announcement of the upcoming proposal, and provide the student with two copies of the dissertation proposal signature page that must be signed by each committee member upon successful completion of the proposal. The student must deliver the signed signature page to the

Ph.D. Office. The PhD office will then record the event and forward the signature pages to the Graduate School.

Dissertation Proposal Defense.

The dissertation proposal defense is open to the public. All dissertation committee members must attend the proposal defense, though in some cases with approval of the Graduate Program Director, an external member may attend via Zoom. The candidate will make a presentation and answer questions from the committee. The candidate will also answer questions from the other members of the audience. After the candidate and other attendees to the defense leave the venue, the committee will discuss and vote whether the candidate passed. If remaining work on the dissertation proposal is required, the chair's signature is withheld until completion. A list of items to complete is given to the candidate with a deadline. If the candidate fails the defense, either remedial work is proposed or the candidate is asked to leave the program. If the remedial work is not completed sufficiently, the candidate will be asked to leave the program.

Dissertation Defense

The dissertation defense is the final milestone in the doctoral candidate's program. Once the dissertation chair and committee approve the contents of the dissertation, the student can schedule a defense.

Administrative Procedure:

1. At least five weeks prior to the dissertation defense date, the dissertation chairperson must inform Graduate Program Director that the committee has unanimously approved the dissertation (subject to successful completion of the final examination).
2. The Graduate School requires a minimum of 4 weeks' notice of dissertation defense dates, therefore, all requests for scheduling of dissertation defenses must be made to the Ph.D. Programs Office no less than 5 weeks before the proposed defense date. This allows the Ph.D. Program Coordinator one week to review the students' records, secure a room reservation, prepare the required dissertation defense documentation, and distribute the defense announcements. When arranging for a date that works with committee members, students must adhere to the deadline of 5 weeks' notice.
3. The student must email a PDF of their dissertation abstract to the Ph.D. Program Coordinator no less than 5 weeks before the proposed dissertation defense date. Please see the following link for the Graduate School's guidelines on dissertation formatting.
4. No less than 4 weeks before the dissertation defense date, the Ph.D. Program Coordinator will send the Graduate School notification of the scheduled dissertation defense. This notification includes the candidate's name, chairperson's name, the title of the dissertation, and meeting date and time of the final examination. The Graduate School then posts the defense announcement on the UMass website.
5. The Ph.D. Program Coordinator announces the scheduled defense to Isenberg faculty members and students via email. This announcement includes the candidate's name, chairperson's name, the title of the dissertation, meeting date and time, and the dissertation abstract.

6. The Ph.D. Program Coordinator provides the candidate with 4 copies of the dissertation signature page and one copy of the degree eligibility form. The dissertation committee members and Program Director must sign each of the 4 signature pages in black ink upon the successful completion of the defense. The candidate, dissertation chair, and Program Director must sign the degree eligibility form upon successful completion of the defense. The candidate must deliver all forms to the Ph.D. Program Coordinator, where they are recorded and forwarded to the graduate school.
7. The dissertation chairperson is responsible for ensuring that the final draft of the dissertation includes all final revisions that may have resulted from the final oral examination and that the dissertation to be submitted to the graduate school was approved by the Committee. The candidate must submit an electronic submission of their dissertation to the graduate school through ScholarWorks.
8. The student must carefully review the Graduate School's doctoral checklist and graduation clearance checklist. There are multiple steps to completing the documentation for dissertation defenses; therefore, students must prioritize communication with both the Ph.D. Program Office as well as the Graduate School, to ensure that they are cleared for graduation.

The final dissertation defense is open to the public. All dissertation committee members must attend the defense, though in some cases with approval of the Graduate Program Director, an external member may attend via Skype. The candidate will make a presentation and answer questions from the committee. The candidate will also answer questions from the other members of the audience. After the candidate and other attendees to the defense leave the venue, the committee will discuss and vote whether the candidate passed. If remaining work on the dissertation is required, the chair's signature is withheld until completion. A list of items to complete is given to the candidate with a deadline. If the candidate fails the defense, either remedial work is proposed or the candidate is asked to leave the program.

Other stipulations from the Graduate School:

- There is a physical location on campus where an audience can attend the defense. This is necessary to satisfy the policy that defenses are announced in advance and are open to any member of the Graduate Faculty.
- The doctoral candidate and committee Chair are required to be on campus.
- The candidate, all members of the committee, and the audience are able to hear the defense, see any slides or other visual aids, and address each other with questions or comments.
- Original signatures are required on the dissertation defense results signature form.
- Video conferencing is permitted if the circumstances are reasonable

Dissertation Credits

The above outlines the dissertation phase which begins after you complete coursework and the comprehensive exam. You get credit by enrolling yourself in SCH-MGMT 899- Dissertation Credits. You need 18 dissertation credits to graduate. You can take between 1 and 9 dissertation credits per semester. Parceling out the 18 usually has to do when you expect to graduate. In consultation with your advisor and where you are in your research is a good indicator of how many you should take. If early on start with 3, if you are further along perhaps 6 would be a better choice. Students usually start with 3. Dissertation credits will be "In Progress" until you pass your defense and graduate.

Sample of signature page:

Title of Dissertation

A Dissertation Presented

By

ZOE B. RUBINSTEIN

Approved as to style and content by:

Jane P. Wong, Chair

Thomas H. Pickles, Member

Charles M. Waldau, Member

George R. Milne, Ph.D. Program Director
Isenberg School of Management

6. GRADUATE STUDENT EMPLOYMENT

Assistantships

Standard Academic Year Assistantships

All domestic and international doctoral students receive graduate assistantships for the first 4 years of the program, assuming they make satisfactory progress. These assistantships include full tuition credit waivers, 95% exemption of individual health fee costs (90% of family plan), excellent dental, vision, wellness and childcare benefits, and stipends of at least \$25,000 (\$12,500 each semester).

Standard academic year stipends are 20 hours per week for 38 weeks (September-May.)

As of September 2021, the campus minimum hourly rate is \$30.33. Currently the Isenberg PhD student hourly wage is \$32.94.

There are restrictions on the number of hours of employment for graduate students. This number varies between domestic and international students. Domestic students are limited to working 40 hours per week.

International students are limited to working 20 hours per week while school is in session. International students are not eligible to accept an additional assistantship while they are on the PhD Program assistantship.

Summer Stipends

Students will receive a summer stipend if they achieve satisfactory progress in the program guaranteed for 3 summers. The Ph.D. Program provides \$2,300 per student for summer stipends. Students who receive these assistantships are responsible for 70 hours of work total. The graduate students supervisors should ensure that the students have work to do. The compensation for this assistantship begins the day after their standard academic year assistantship ends (usually end of May) and ends early-mid July. There is a break in pay from early-mid July until the next academic year assistantship begins in early September.

Students in the 4th summer are eligible to receive summer stipends only if they have their proposal date set before August 31st and are able to work the 70 hours that is required. The student must have the Area Coordinator email the GPD stating that the proposal date is set and they are able to work the 70 hours.

Conditional Fifth Year Funding

The PhD Program offers conditional fifth year funding for eligible all PhD students.

1. Students need to b ABD by August 31st of the 4th year.

ABD = Completed 45 core coursework credits and three teaching seminars, successfully completed summer paper, successfully passed the comprehensive examination, successfully defended the dissertation proposal.

2. They have taught a minimum of 3 classes by the end of their 4th year. One of these classes is online
3. The student will need to teach a total of 5 classes by the end of their 5th year.
4. By January 1st of their 4th year, they must be on schedule to teach during their 5th year

Further, if they received 5th year funding, they should agree and the department should facilitate the 4 points aforementioned.

Graduate Employee Organization UAW 2322 (GEO)

Isenberg doctoral students are “GEO-eligible” as they are on graduate assistantships for twenty hours per week. These students are represented by a labor union, **Graduate Employee Organization (GEO)** that is part of the United Auto Works Union (UAW.) GEO represents graduate student employees on issues related to their employment and working conditions, including, but not limited to: affirmative action, appointment and reappointment policies, childcare, contracts, disciplinary policy, fee waivers, grievances and arbitration, health and safety, health benefits and sick leave, workload, job descriptions, salary, sexual harassment, and training.

Contact information:

geo@external.umass.edu

Phone: 413-545-0705

Fax: 413-545-1457

Benefits

Health Care

Members of GEO who are enrolled in 5 credits or more are required to enroll in the **Student Health Benefit Plan (SHBP)** offered by **University Health Services (UHS)** (<https://www.umass.edu/uhs/insurance/shbp>). **This is not required** for individuals who have comparable coverage under another medical insurance plan. For GEO-eligible individuals taking 5 credits or more, enrollment in the individual health plan is automatic.

Students who are enrolled in less than 5 credits, or who are enrolled in Continuous Enrollment GRAD SCH 999 are **NOT automatically** enrolled in coverage, and should enroll months before they lose coverage. You must submit a form to UHS for each coverage period. <https://www.umass.edu/uhs/optional-enrollment>. Health Plans run: Fall: Aug. 1 to Jan. 31 & Spring: 1 to July 31.

Mandatory Student Health Fee vs. Student Health Benefit Plan (SHBP)

The Mandatory Student Health Fee works together with your primary health insurance, entitling you to be seen at UHS and absorbing many costs not covered by primary health insurance. The Student Health Fee is not insurance.

The Student Health Benefit Plan (SHBP) is a health insurance plan. If students have no other health insurance, SHBP is classified as their primary insurance

Individual Plan Health Care Costs

(August 1, 2021-July 31, 2022)

	Cost of Health Plan	Amount Waived by GEO Contract (95%)	GEO-Eligible Student Pays
Fall SHBP	\$1,597	\$1,517.15	\$79.88

Fall Health Fee	\$407.50	\$387.13	20.37
Spring SHBP	\$1,597	\$1,597	\$79.88
Spring Health Fee	\$407.50	\$387.13	\$20.37
Total for Year	\$4009	\$3808.55	\$200.50

Family Health Insurance Plan

SHBP's family health plan provides health insurance for the graduate employee and their spouse, same-sex domestic partner, children, or other dependents. Students should be advised that enrollment in the family plan is not automatic. Students must enroll in the family plan at UHS each semester before the add/drop date.

Family Plan Health Care Costs

(August 1, 2021 -July 31, 2022)

	Cost of Health Plan	Amount Waived by GEO Contract (95%)	GEO-Eligible Student Pays
Fall SHBP	\$5,005	\$4,754.75	\$250.25
Fall Health Fee	\$1,348	\$1,280.6	\$67.4
Spring SHBP	\$5,005	\$4,754.75	\$250.25
Spring Health Fee	\$1,348	\$1,280.6	\$67.4
Total for Year	\$12,706	\$12,070.70	\$635.30

Paying for Health Insurance

Graduate employees enrolled in 5 or more credits can pay for the Mandatory Student Health Fee and SHBP on their Bursar Bill.

All graduate employees are allowed to pay for their health insurance costs through payroll-deduction. Ask UHS for a payroll deduction form when you sign-up for coverage.

Coverage Dates

Health insurance coverage is based on graduate employee's graduate assistantships. First through fourth year Isenberg doctoral students are on full academic year assistantships (both fall and spring semesters) so there should not be a break in coverage.

Fall 2021 semester coverage: August 1 2021– January 24, 2022

Spring 2020 semester coverage: January 25, 2021 – July 31, 2022

Coverage upon Graduation

May graduates: ends July 31

September graduates: Regular coverage ends July 31, but students may apply at UHS for supplemental coverage until August 31

February graduates: ends January 19

Childcare

The University provides a subsidy to the University Child Care (UCC) flex care classroom to provide a lower rate according to a needs-based sliding fee. Additionally, the Graduate Student Senate (GSS) administers a Graduate Child Care Tuition Assistance Program for income-eligible graduate students. Graduate employees who would like to apply for funds from this program should contact GSS before the semester begins.

Family Medical Leave


The GEO's contract ensures that graduate employees may take up to twelve weeks per year of unpaid Family and Medical Leave. To be eligible, graduate students must have been employed in a position represented by the GEO contract for a minimum of four months prior to the start of the leave.

Leave may be granted for:

- The birth and care of a child
- The placement of a child with a graduate employee for adoption or foster care
- The care of a spouse, parent, grandchild, grandparent, domestic partner, or child with a serious medical condition
- A serious health condition of their own that makes them unable to perform their job

Upon return from Family or Medical Leave, the graduate employee is guaranteed their former position or an equivalent position with the same stipend and benefits. To be granted Family or Medical Leave, the graduate employee must submit a leave application to the Program Director, who will forward it to the Graduate School. If the leave is for your own medical condition, the graduate employee must submit a medical certification completed by their health care provider. These forms are available at the Graduate School.

Tuition

No. of Credits	Mass Resident	New England Regional Program	Non-Mass Resident	GEO-Eligible
1	\$2,081.00	\$4,103.50	\$4,103.50	Tuition credit  Total: \$0.00
2	\$2,209.00	\$4,599.50	\$4,599.50	
3	\$2,335.50	\$5,095.00	\$5,095.00	
4	\$2,462.50	\$5,591.00	\$5,591.00	
5	\$4,544.50	\$9,694.00	\$9,694.50	
6	\$4,671.50	\$10,190.00	\$10,190.50	
7	\$4,797.50	\$10,686.50	\$10,686.50	
8	\$4,925.50	\$11,182.50	\$11,182.50	
9	\$7,007.00	\$15,286.00	\$15,286.00	
10	\$7,135.00	\$15,781.00	\$15,781.00	
11	\$7,262.00	\$16,277.00	\$16,277.00	
12+	\$7,389.00	\$16,768.00	\$16,768.00	

GRADUATE STUDENT

Fall 2021

NOTE: You are **automatically** enrolled in the individual Student Health Benefit Plan (SHBP) when registered for **5 or more credits**. If, in any one semester, you are registered for less than 5 credits or Continuous Enrollment, or want family coverage, you MUST directly enroll for the SHBP with UHS--using online form (link below) or in-person at Patient Services on or before last day of add/drop in that semester in order to have SHBP coverage.

TUITION				Eligible GEO Employee	Certain Non-Working Fellowships or Approved Off-Campus Externships
No of Credits	Mass Resident	*New England Regional Program	Non-Mass Resident	Tuition Credit	Non-working Fellows <u>may</u> be eligible for tuition credit. Approved Externs are eligible for tuition credit. Health Fees are not waived for non-working fellows or externs.
1	\$2,081.50	\$4,103.50	\$4,103.50		
2	\$2,209.00	\$4,599.50	\$4,599.50		
3	\$2,335.50	\$5,095.50	\$5,095.50		
4	\$2,462.50	\$5,591.50	\$5,591.50		
5	\$4,544.50	\$9,694.50	\$9,694.50		
6	\$4,671.50	\$10,190.50	\$10,190.50		
7	\$4,797.50	\$10,686.50	\$10,686.50		
8	\$4,925.50	\$11,182.00	\$11,182.00		
9	\$7,007.00	\$15,286.00	\$15,286.00		
10	\$7,135.00	\$15,781.00	\$15,781.00		
11	\$7,262.00	\$16,277.00	\$16,277.00		
12+	\$7,389.00	\$16,768.00	\$16,768.00	Total \$	0.00
*NE Regional Discount \$221.50 per credit					
<u>9 Credits or more per semester</u>					
FEES (Mandatory)	Student Health Fee	\$ 407.50		\$ 20.37	\$ 407.50
	Service Fee	\$ 635.00		\$ 635.00	\$ 635.00
	Grad Student Senate Tax	\$ 75.85		\$ 75.85	\$ 75.85
	TOTAL FEES	\$ 1,118.35		Total \$ 731.22	Total \$ 1,118.35
<u>5-8 Credits per semester</u>					
FEES (Mandatory)	Student Health Fee	\$ 407.50		\$ 20.37	\$ 407.50
	Service Fee	\$ 444.50		\$ 444.50	\$ 444.50
	Grad Student Senate Tax	\$ 75.85		\$ 75.85	\$ 75.85
	TOTAL FEES	\$ 927.85		Total \$ 540.72	Total \$ 927.85
<u>1-4 Credits per semester (Not automatically enrolled in SHBP)</u>					
FEES (Mandatory)	Service Fee	\$ 254.00		\$ 254.00	\$ 254.00
	Grad Student Senate Tax	\$ 75.85		\$ 75.85	\$ 75.85
	TOTAL FEES	\$ 329.85		Total \$ 329.85	Total \$ 329.85
FEES (Optional)	Student Health Fee	\$ 407.50		\$ 20.37	\$ 407.50
<u>Student Health Benefit Plan (SHBP Enrollment Form)</u>					
Waiving Student Health Benefit Plan (SHBP) Participation: Massachusetts requires all students to have comprehensive health insurance. SHBP meets or exceeds state requirements. UMass may allow students to waive out of SHBP under plans that follow minimal essential benefits per the Affordable Care Act. If you wish to waive out of SHBP, please go to: www.spire.umass.edu ; select Health Waiver page link, click the Online Waiver Site link, complete and submit Waiver form. For more information: http://www.umass.edu/uhs/insurance/shbp#6					
Student Health Benefit Plan Fall	8/1/2021 to 01/21/2022	\$1,597.50		\$79.88	\$1,597.50
Student Health Benefit Plan Spr	1/22/2022 to 07/31/2022	\$1,597.50		\$79.88	\$1,597.50
Student Family Plan per semester (Add)		\$4,348.00		\$217.40	\$4,348.00

MISCELLANEOUS FEES

Graduate Entering Fee \$507 First semester
 Engineering Fee \$415 (4 or less credits \$220.0)
 Mass PIRG (student may waive) \$11.00
 Lab fees may vary by program

Readmission Fee \$125.00
 Late Payment Fee \$100.00
 Returned Check Fee \$30.00

Continuous Enrollment Fee (Program Fee) \$285.00

Grad Student Senate Tax for Continuous Enrollment \$37.93

(Graduate students not enrolled for course credits but who are candidates for a degree, must pay the Continuous Enrollment Fee for each semester (excluding summer terms) for continuous registration until the degree for which the student has been accepted has been formally awarded.)

22-JUL-21

Isenberg guarantees a graduate assistantship of at least twenty hours per week to all first-fourth year doctoral students, provided these students are in good academic standing. This guarantee of funding ensures that students are “GEO-Eligible” and receive full tuition credit.

7. INTERNATIONAL STUDENTS

International Programs Office, 467 Hills South, 4th Floor
Tel: 545-2710 Website: <https://www.umass.edu/ipo/>

Full-time Status

International students must be enrolled as full-time students (a minimum of 9 credits per/term for graduate students.) Enroll as a full time student by add/drop at the beginning of each academic term. Consult IPO first if you are planning to withdraw or change to audit credits as this may put you below full time. Repeat course credits do not count towards your full time status . If you are below 9 credits ask the PhD office for a full time status override.

F1: You may work on-campus, without permission up to 20 hours/week when school is in session and up to 40 hours/week during winter and summer break.

CPT/OPT

Off-campus employment requires permission from the visa sponsor through a Curricular Practical Training (CPT) application.

Students pursuing internships, Co-ops and other types of off-campus work experience are advised to consult with these campus specialists for additional information: Graduate School, Office of Professional Development:

<https://www.umass.edu/gradschool/opd>

8. PH.D. STUDENT RESEARCH

Travel Support

Every year the Ph.D. Program provides travel support to students attending conferences. All travel support applications must be submitted by completing the following survey:

https://umassamherst.qualtrics.com/SE/?SID=SV_8HT3IKhHzm1udiR

The PhD office allocates travel 3 times annually. Once each in the fall, spring, and summer. The period for the fall is for trips that are taken September 1 – December 31. The period for the spring is January 1 - April 30. The period for the summer is May 1 - August 31.

Students have one month to submit their travel request form for each of the three period. For each period, students cannot submit requests for trips that occurred before or will occur after those dates. They will not receive funding. The only exception will be for conferences that extend across two periods (e.g. a conference that begins 8/30 and ends 9/02). In these cases, they may submit during either period.

If, in the rare case, you have applied for a conference but have not received a decision by the deadline of the period in which you will be traveling, you can still submit a request. However, if you're approved for funding, it will be conditional until you provide documentation of your acceptance to the approved conference. Please be sure to submit documentation of acceptance to the conference to Mike Korza by email.

Do not include receipts with the application. Please only email the PhD Coordinator-- **electronic** receipts after you have traveled on approved trips. Documentation for travel purchases are itemized receipts (what is it?) and proof of payment (did you pay for it?). When you submit the receipts, please advise if you received funding from another source for the same trip. Shortly after the closing date, all students will receive an email regarding the decision of their travel support request.

Our priorities for support remain the same as they have been. If your case matches the priorities below, you should qualify for at least some support from ISOM.

Travel Funding Priorities:

- 1) Must be an author or co-author of a paper or other type of original presentation; i.e., not discussant or session chair. (Yes, co-authoring with a faculty member does qualify.)
- 2) Submission must have gone through some sort of review or selection procedure, preferably based on the full paper, not an abstract. Exceptions to this are possible, but rare.
- 3) Conferences can be international, national or regional, but they should be widely recognized as high quality established venues with broad appeal. Second-tier or highly specialized conferences will be a hard sell. The more prestigious, the better.
- 4) Although some exceptions are possible, in general, two trips to the same conference is the maximum, and first-timers will have priority. Second-timers **MUST** have made significant progress toward their degrees to get repeat support. We applaud your success, but we want you to be finished, not a conference junkie.

The award amounts remain the same, from about \$150 to a maximum of \$500, depending on your actual travel costs.

Note- Students from Sport Management and Hospitality and Tourism Management have separate allocations from the Graduate School and are encouraged to seek funding through those programs before requesting funding through the Ph.D. Program.

Registering for Travel

It is important that students register their travel if they are receiving funding from the University. If you will be traveling before the funding decisions have been made, i.e. trip during the month of June, please complete the travel registration before you travel regardless. This in no way guarantees funding support, but ensures that those who are required to register travel do so.

The University has implemented an online Travel Registry website and process to replace the paper Pre-Travel Authorization Form (required for any out-of-state or overnight travel). ***I recommend watching the 6 minute webinar (see number 2) for detailed instructions on how you can register your travel.***

<http://bit.ly/umasstravelregistry>

Remember:

1. All travel must be registered on the online system.
2. On the Pre Travel Authorization portion list "ISOM Ph.D. Program" under funding sources.
3. To request approval for travel registration, list mkorza@isenberg.umass, as the approver.

4. When you have completed the registration, save the automated email that lists a 5-digit registration number. You will need this number when you file for reimbursement.
5. Please note, when asked for your department, you should list "ISOM Ph.D. Program."
6. Please note, when asked for your employee ID, you should list the number that begins with 10_____ that is found on your paystub, NOT your student/Spire ID.
7. All Ph.D. students are still required to apply for travel support using the Qualtrics survey that is distributed 3 times annually.

Research Grants and Fellowships

The Graduate School offers a small number of grants and fellowships to support graduate student research. These include:

- Travel Grants
- Predissertation Research Grants
- Dissertation Research Grants
- Dissertation Fieldwork Grants
- Summer Dissertation Research Fellowship
- REAL Fellowship
- STEM Diversity Fellowship

For more information on these opportunities visit <http://www.umass.edu/gradschool/funding-support> .

CV updates/Reporting Research

We ask Graduate Students to post their CV's on the webpage along with their picture. This activity is important for communicating to prospective students, faculty, and other schools that want to hire you. We request that you provide the PhD office with updated CVS as you obtain new publications. We will publish the current CVs on the website.

Each year we will send you an online survey via Qualtrics on your research productivity. Please fill this out with any new information. If you fail to fill this out, we will assume that you have no news to report. It is important to report news as it affects your department's PhD program.

Outstanding PhD Student Research Award

Each spring the PhD Program will award 1-3 students with the outstanding research award. Winners receive a plaque and check. The recognition improves one's CV.

9. TEACHING EXPERIENCE

Teaching Resources

We require PhD students to take the Isenberg teaching seminar for 3 years. In addition, the center for teaching has useful teaching information and services. <https://www.umass.edu/tefd/home>.

International Teaching Assistants Screening Test of Spoken English.

Students are exempt from taking the test if they satisfy one of the following criteria:

- TOEFL exemption at admission. This appears as “TOEFL Exempt” in the student’s SPIRE record. (The list of reasons for exemption appears under the FAQ “Can the TOEFL requirement be waived?” at <http://www.umass.edu/gradschool/admissions/faq>.)
- A score of 26 or higher on the Speaking section of the TOEFL iBT at the time of admission. The SPIRE record shows the Speaking section score.
- A score of 8.0 or higher on the Speaking section of the IELTS. IELTS scores are not currently broken down in SPIRE, but the Speaking section score is available from Graduate Admissions. (Very few applicants report IELTS scores.)

If a student satisfies any of these criteria, then the test requirement is waived and the student can go straight into the classroom. Requests for waiver of the test requirement for any other reason should come from the Graduate Program Director.

The purpose of the test is to identify any potential difficulties ITAs may have in understanding spoken English or in being understood in the undergraduate classroom.

Students who do not pass the test are encouraged to attend the English Communication Instruction classes offered by the Graduate School through Labor/Management Workplace Education. The classes are offered throughout the year. At the end of each semester, students are reevaluated and those who do not meet the criteria are allowed to continue in the Communication Instruction classes for additional semesters.

Progress reports for students currently enrolled in English Communication Instruction classes will be sent to Graduate Program Directors at the end of the fall semester. The report will indicate each student’s current functional level and the test equivalent score. It is not necessary for these students to retake the test.

Evaluations

Students who teach courses will receive teaching evaluations. These evaluation numbers are important for demonstrating your competence in teaching. We recommend that first time teachers have the Center for teaching perform a midterm evaluation. This provides the student teacher to make adjustments before the end of the semester teaching evaluations. <https://www.umass.edu/tefd/home>

Outstanding PhD Student Teaching Awards

Each spring the PhD program will award 1-3 students with the outstanding teacher award. Winners receive a plaque and check. The recognition improves one’s CV.

10. PROGRAM EVENTS

A few program events occur every year. You are strongly encouraged to attend. Having some balance is a good thing and social connections are essential for success in the PhD program. Please look for and attend the following events.

- The Fall Gathering (September)
- Movie Night (fall)
- The Spring Gathering (April)
- Robing Ceremony (May)
- Graduate Programs Reception (May)

11. AREAS OF STUDY

Accounting

Area Coordinator

Associate Professor Elaine Wang

ewang@isenberg.umass.edu

413-545-7613

Program Overview

Isenberg's Ph.D. in Accounting is an intensely focused and supportive full-time, residential program that prepares students for careers in academia. Students will broaden their understanding of accounting research and conduct independent research based on their interests. Students work one-on-one with faculty in small classroom settings.

Ph.D. Faculty

Christopher Agoglia

Bradley Bennett

Jeremy Bentley

Yoon Ju Kang

David Piercey (Chair)

Matthew Sherwood

Robert Whited

Yao Yu

William Brown (Associate
Dean for Finance,
Operations, and Strategic
Initiatives)

Wei Zhang

Andrew Kitto

Accounting Course Timeline

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) SCH-MGMT 895R Behavioral-Experimental Research Methods (3 credits) PSYCH 640 Statistical Inferences in Psychology I 4 required concentration courses 1 elective Research assignment	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) SCH-MGMT 895B Behavioral Research in Accounting PSYCH 641 Statistical Inferences in Psychology II RES-ECON 702 Econometric Methods 4 required concentration courses Teach two lab sections of ACCOUNTG 222 by end of year Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) SCH-MGMT 895C Archival Research in Accounting (class sessions may start in Summer 1) SCH-MGMT 895D Advanced Behavioral Research in Accounting (even years) or SCH-MGMT 895P Accounting Research Creation and Publication (odd years) EDUC 771 Applied Multivariate Stats I 3-4 required concentration courses 1 elective fall 2 or spring 2 Research assignments	Spring Semester 2 Required program seminars: 3-4 required concentration courses/electives 1 elective fall 2 or spring 2 Teach two lab sections of ACCOUNTG 222 by end of year Research assignments	Summer 2 2 nd summer paper Research assignments

Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) SCH-MGMT 895D Advanced Behavioral Research in Accounting (even years) or SCH-MGMT 895? Accounting Research Creation and Publication (odd years) 1 required concentration course Complete remaining concentration coursework Teach course(s) as primary instructor	Spring Semester 3 Required program seminars: Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor Pass comprehensive exam	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fourth Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)	Summer 4 ABD status to receive fifth year funding
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation Defense	

Required Courses:

SCH-MGMT 804 – Research Methods I
SCH-MGMT 895R - Behavioral and Experimental Research Methods
SCH-MGMT 895B - Behavioral Research in Accounting
SCH-MGMT 895C - Accounting Research-Capital Markets
SCH-MGMT 895D - Advanced Readings Behavioral Research
SCH-MGMT 895E – Directed Research Project
SCH-MGMT 895P - Accounting Research Creation & Publication
EDUC 771 – Applied Multivariate Statistics I
EDUC 772 – Applied Multivariate Statistics II
EDUC 731 – Structural Equations Modeling or PSYCH 891W – Intro to Structural Equations (student may substitute an elective for this course under special circumstances with approval of the area coordinator)
PSYCH 640 – Statistical Inferences in Psychology I

PSYCH 641 – Statistical Inferences in Psychology II
RES-ECON 702 – Econometric Methods

Possible Electives:

SCH-MGMT 805 – Research Methods II
SCH-MGMT 895X – Directed Readings Seminar
PSYCH 660 – Advances Social Psychology
PSYCH 617 – Cognitive Psychology
PSYCH 640 – Bayesian Statistics
PSYCH 762 – Social Cognition
PSYCH 765 – Affect and Cognition
RES-ECON 797B – Experimental Economics
*Other electives approved through area coordinator

Finance

Area Coordinator

Associate Professor Fousseni Chabi-Yo

fchabiyo@isenberg.umass.edu

413-545-7628

Program Overview

Isenberg's Ph.D. in Finance is a rigorous and supportive full-time program that prepares students for careers in academia and industry. Students will deepen their understanding of finance theory as well as empirical finance and will conduct independent research based on their interests. Working one-on-one with faculty, students will develop research for publication in leading academic journals. Students also teach at Isenberg to obtain teaching experience.

Ph.D. Faculty

Farshid Abdi

Wenting Ma

Fousenni Chabi-Yo

Simon Huang

Hossein Kazemi

Bing Liang

Nikunj Kapadia (Chair)

Wenting Ma

Farshid Abdi

Matthew Linn

Sanjay Nawalkha

Mila Getmansky Sherman

Finance Course Timeline

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) 3-4 required concentration courses/electives Research assignments	Spring Semester 1 Required program seminars: 3-4 required concentration courses/electives Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) 3-4 required concentration courses/electives Research assignments	Spring Semester 2 Required program seminars: 3-4 required concentration courses/electives Research assignments Pass comprehensive exam	Summer 2 2 nd summer paper Research assignments

Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) Complete remaining concentration coursework Teach course(s) as primary instructor	Spring Semester 3 Required program seminars: Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
4th Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)	Summer 4 ABD status to receive fifth year funding
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation defense	

Required Courses:

SCH-MGMT 871 Micro Theory of Finance
SCH-MGMT 894G Seminar in Options
SCH-MGMT 894D Seminar in Empirical Financial Economics
SCH-MGMT 894W Seminar-Finance Workshop

Possible Elective Subjects:

Resource Economics, Statistics, Economics, Mathematics

894W class note: All Finance doctoral students are required to attend the Finance Workshop 894W every semester while they are in the doctoral program. Students should register for the workshop for credit when they present their first year and second year papers to receive a total of 3 credits (1.5 x 2). When not registered for credit, students should audit the workshop.

Hospitality & Tourism Management

Area Coordinator

Professor Albert Assaf

assaf@isenberg.umass.edu

413-545-1492

Program Overview

Isenberg's Ph.D. in Hospitality and Tourism Management is a full-time, residential program that prepares candidates for academic careers in hospitality and tourism. The program develops strong research skills that enable graduates to conduct and publish scholarly research with competence and confidence. Students gain real-world teaching experience that allows them to excel in university teaching in their areas of interest.

Ph.D. Faculty

Melissa Baker

Atul Sheel

Muzzo Uysal (Chair)

Linda Lowry

Emily Ma

Rodney Warnick

Irem Onder Neuhofer

Hospitality & Tourism Mgmt. Track

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) 3-4 required concentration courses/electives Research assignments	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) 3-4 required concentration courses/electives Research assignments	Summer 1 Summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) 3-4 required concentration courses/electives Research assignments	Spring Semester 2 Required program seminars: Complete remaining concentration coursework Research assignments	Summer 2 Research assignments Pass Comprehensive Exam

Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) Teach course(s) as primary instructor	Spring Semester 3 Required program seminars: Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fourth Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Dissertation defense *unless continuing for 5 th year	Summer 4 *ABD status to receive optional fifth year funding
Fifth Year *optional	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation defense	

Required Courses:

SCH-MGMT 883 - Seminar in Tourism Theory & Research
SCH-MGMT 885 - Seminar in Services Marketing/Management
SCH-MGMT 888 - Seminar in Hospitality Research
SCH-MGMT 802 - Foundation Organization Behavior & Theory

Possible Elective Subjects:

Education, Sociology, Resource Economics

Information Systems

Area Coordinator

Professor Monideepa Tarafdar
mtarafdar@isenberg.umass.edu

Program Overview

Isenberg's Ph.D. in Information Systems is a multidisciplinary residential program that prepares students for careers in academia. Students will broaden their understanding of information systems theory and practice, and they will conduct independent research based on their interests. Small class sizes and a low faculty to student ratio allows for individual attention from faculty. Teaching instruction is provided, and students are provided with teaching opportunities to support their development as world-class instructors.

Ph.D. Faculty

Traci Hess

Rudolph Bedeley

Zachary Sheffler

Yi Zoe Zou

Ying Liu

Zhanfei Lei

Information Systems Track

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) SCH-MGMT 895R Behavioral-Experimental Research PSYCH 640 Statistical Inferences in Psychology I Research assignments	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) Psych 641 SCH-MGMT 897V Seminal Readings & Theory 3-4 required concentration courses/electives PSYCH 641 Statistical Inferences in Psychology II PSYCH 891W Structural Equation Modeling Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) SCH-MGMT 897V Seminal Readings Method 3-4 required concentration courses/electives PSYCH 891J Hierarchical Linear Modeling Research assignments	Spring Semester 2 Required program seminars: Teaching seminar, 3 meetings first third of semester (no credit) 3-4 required concentration courses/electives Research assignments	Summer 2 2 nd summer paper Research assignments Pass comprehensive exam

Third Year	Fall Semester 3 SCH-MGMT 897TC Teaching Seminar (1 credit) SCH-MGMT 896 Independent Study Complete remaining concentration coursework Teach course(s) as primary instructor	Spring Semester 3 SCH-MGMT 896 Independent Study Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fourth Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Summer 4 ABD status to receive fifth year funding
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation defense	

Required Courses:

SCH-MGMT 897V Seminal Readings & Theory
SCH-MGMT 897V Seminal Readings Method
SCH-MGMT 804 – Research Methods I
SCH-MGMT 805 – Research Methods II
SCH-MGMT 895R - Behavioral and Experimental Research Methods
PSYCH 891W – Intro to Structural Equations
PSYCH 640 – Statistical Inferences in Psychology I
PSYCH 641 – Statistical Inferences in Psychology II
PSYCH 891J Hierarchical Linear Modeling or substitute

Possible Electives:

SOCIAL 794DM S-Data Mining
PSYCH 660 – Advances Social Psychology
PSYCH 617 – Cognitive Psychology
PSYCH 762 – Social Cognition
PSYCH 765 – Affect and Cognition
RES-ECON 797B – Experimental Economics
*Other electives approved through area coordinator

Management Science

Area Coordinator

Professor Anna Nagurney

nagurney@isenberg.umass.edu

413-545-5635

Program Overview

Isenberg's Ph.D. in Management Science is a full-time, residential program designed to train students in Operations Management. Research in Management Science is diverse and offers an exciting opportunity to discover and enhance business processes using data analytics, statistics methods, mathematical modeling, and optimization methodology.

Ph.D. Faculty

Agha iqbal Ali

Ahmed Ghoniem

Robert Nakosteen

Alan Robinson

Senay Solak (Chair)

Priyank Arora

Management Science Track

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) 3-4 required concentration courses/electives Research assignments	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) 3-4 required concentration courses/electives Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) 3-4 required concentration courses/electives Research assignments	Spring Semester 2 Required program seminars: 3-4 required concentration courses/electives Research assignments	Summer 2 2 nd summer paper Research assignments

Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) Complete remaining concentration coursework Teach course(s) as primary instructor	Spring Semester 3 Required program seminars: Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor Pass comprehensive exam	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fourth Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)	Summer 4 ABD status to receive fifth year funding
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation defense	

Required Courses:

SCH-MGMT 825X: Integer Programming
SCH-MGMT 825: Seminar in Management Science

Possible Electives Subjects:

Mechanical & Industrial Engineering, Resource Economics, Economics, Education, Computer Science, Civil & Environmental Engineering

Marketing

Area Coordinator

Professor Elizabeth Miller

emiller@isenberg.umass.edu

413-545-5639

Program Overview

Isenberg's Ph.D. in Marketing is a full-time, residential program designed to generate productive research scholars and excellent teachers. Students receive broad training in research methods and marketing theory. The flexible program allows students to cherry-pick their coursework to suit their research interests. Small class sizes allow students to collaborate one-on-one with faculty as they prepare research for publication. Valuable, real-world teaching opportunities ensure students excel in academic careers.

Ph.D. Faculty

Thomas G. Brashear Alejandro

Easwar Iyer

George R. Milne (Associate Dean of
Research & Graduate Program Director)

Tanya Tang

Matthew Godfrey

Bruce Weinberg (Chair)

Marketing Track

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) SCH-MGMT 892F Marketing ProSeminar (1 credit) 3-4 required concentration courses/electives Research assignments	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) SCH-MGMT 892F Marketing ProSeminar (1 credit) 3-4 required concentration courses/electives Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) SCH-MGMT 892F Marketing ProSeminar (1 credit) 3-4 required concentration	Spring Semester 2 Required program seminars: SCH-MGMT 892F Marketing ProSeminar (1 credit) 3-4 required concentration courses/electives Research assignments	Summer 2 2 nd summer paper Pass comprehensive exam

	courses/electives Research assignments		Research assignments
Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) SCH-MGMT 892F Marketing ProSeminar (1 credit) Complete remaining concentration coursework Teach course(s) as primary instructor	Spring Semester 3 Required program seminars: SCH-MGMT 892F Marketing ProSeminar (1 credit) Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fouth Year	Fall Semester 4 SCH-MGMT 892F Marketing ProSeminar (1 credit) Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Spring Semester 4 SCH-MGMT 892F Marketing ProSeminar (1 credit) Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)	Summer 4 ABD status to receive fifth year funding
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation defense	

Required Courses:

SCH-MGMT 851 - Theory & Science in Marketing

SCH-MGMT 852 - Consumer Behavior

SCH-MGMT 897J - Marketing Channels

SCH-MGMT 897C - Marketing Management

SCH-MGMT 892F - Marketing ProSeminar

Possible Elective Subjects:

Statistics, Economics, Psychology, Sociology

Organization Studies

Area Coordinator

Professor Joe Labianca
glabianca@umass.edu
413-545-5617

Program Overview

Isenberg's Ph.D. in Organization Studies is a multidisciplinary residential program that prepares students for careers in academia. Students will broaden their understanding of organization theory and practice, and they will conduct independent research based on their interests. The small class size allows for individual attention from faculty, and students have the opportunity to develop effective teaching skills.

Ph.D. Faculty

Marta Calás	Feng Qiu
Emily Heaphy	Orlando Richard
Charles Manz	

Organization Studies Track

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) PSYCH 640 Statistical Inference (3 credits) 1 required concentration courses/electives (3 credits) Research assignments	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) 2 required concentration courses/electives (6 credits) Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) 2 required concentration courses/electives (6 credits) Research assignments	Spring Semester 2 2 required concentration courses/electives (6 credits) Research assignments	Summer 2 Comps prep Research assignments

Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) Complete remaining concentration coursework Teach course(s) as primary instructor	Spring Semester 3 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Attend teaching seminar first third of semester Teach course(s) as primary instructor Pass comprehensive exam	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fourth Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course(s) as primary instructor	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)	Summer 4 ABD status to receive fifth year funding
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Dissertation defense	

Required Courses:

SCH-MGMT 802 - Foundation Organization Behavior & Theory
SCH-MGMT 803 - Theory & Research Organization Behavior
SCH-MGMT 833 - Organization & Administration Theory
SCH-MGMT 893M - Advanced Organization Theory: Paradigms

Possible Elective Subjects:

Econ, Psych, sociology, education in consultation with area coordinator.

Sport Management

Area Coordinator

Assistant Professor Elizabeth Delia

edelia@isenberg.umass.edu

413-545-5590

Program Overview

Isenberg's Ph.D. in Sport Management is a full-time, residential program that prepares students for careers in academia. Students receive broad training in research methods and learn to apply advanced business understanding to sport subject matter. The flexible program allows students to customize their coursework to suit their research interests. With small class sizes, students enjoy individualized instruction from faculty. Valuable teaching opportunities prime students to become educators at leading institutions.

Ph.D. Faculty

Janet Fink (Associate Dean of Undergraduate Programs)

Lisa Masteralexis (Senior Associate Dean)

Mark McDonald

Steve McKelvey (Chair)

Nefertiti Walker (Interim Vice

Chancellor for Diversity, Equity, and Inclusion, Chief Diversity Officer)

Neil Longley

Matthew Katz

Nicole Melton

Bradley Baker

David Tyler

Sport Management Course Timeline

First Year	<p>Fall Semester 1</p> <p>Required program seminars: Socialization seminar, 4 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits)</p> <p>3-4 required concentration courses/electives</p> <p>Research assignments</p>	<p>Spring Semester 1</p> <p>Required program seminars: SCH-MGMT 805 Research Methods II (3 credits)</p> <p>3-4 required concentration courses/electives</p> <p>Research assignments</p>	<p>Summer 1</p> <p>1st summer paper</p> <p>Research assignments</p>
Second Year	<p>Fall Semester 2</p> <p>Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit)</p> <p>3-4 required concentration courses/electives</p> <p>Research assignments</p>	<p>Spring Semester 2</p> <p>Required program seminars:</p> <p>3-4 required concentration courses/electives</p> <p>Research assignments</p>	<p>Summer 2</p> <p>2nd summer paper or traditional comprehensive exam</p> <p>Research assignments</p>

Third Year	<p>Fall Semester 3</p> <p>Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit)</p> <p>Complete remaining concentration coursework</p> <p>Teach course(s) as primary instructor</p> <p>Finalize dissertation committee</p>	<p>Spring Semester 3</p> <p>Required program seminars:</p> <p>Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)</p> <p>Teach course(s) as primary instructor</p>	<p>Summer 3</p> <p>Research assignments</p> <p>Defend Dissertation Proposal</p> <p>Achieve candidacy</p>
4th Year	<p>Fall Semester 4</p> <p>Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)</p> <p>Teach course(s) as primary instructor</p>	<p>Spring Semester 4</p> <p>Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester)</p>	
5 th Year	<p>Fall Semester</p> <p>Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements</p>	<p>Spring Semester</p> <p>Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements</p> <p>Dissertation defense</p>	

Required Courses:

SCH-MGMT 845 Theory & Research: Sport Organization Behavior

SCH-MGMT 846 Theory & Research: Sport Marketing/Behavior

Possible Elective Subjects:

Education, Psychology

Strategic Management

Area Coordinator

Professor Joe Labianca

glabianca@umass.edu

413-545-5617

Program Overview

Isenberg's Ph.D. in Strategic Management is a rigorous, stimulating and highly collaborative full-time, residential program that prepares students for careers in academia and industry. Students will deepen their understanding of management theory and will conduct independent research based on their interests. Working closely with faculty in intimate classroom settings, students will develop research for publication. Students also teach graduate-level classes.

Ph.D. Faculty

Mzamo Mangaliso	Thomas Moliterno Bruce Skaggs (Chair)	Cristina Vlas Aurora Genin Michael Blomfield
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Strategic Management Course Timeline

First Year	Fall Semester 1 Required program seminars: Socialization seminar, 3 meetings first third of semester (no credit) SCH-MGMT 897TA Teaching Seminar (1 credit) SCH-MGMT 804 Research Methods I (3 credits) 2 required concentration courses/electives Doctoral colloquium Research assignments	Spring Semester 1 Required program seminars: SCH-MGMT 805 Research Methods II (3 credits) 4 required concentration courses/electives Doctoral colloquium Research assignments	Summer 1 1 st summer paper Research assignments
Second Year	Fall Semester 2 Required program seminars: SCH-MGMT 897TB Teaching Seminar (1 credit) 3-4 required concentration courses/electives Doctoral colloquium Research assignments	Spring Semester 2 Required program seminars: 3-4 required concentration courses/electives Doctoral colloquium Research assignments	Summer 2 Comprehensive Exam Research assignments

Third Year	Fall Semester 3 Required program seminars: SCH-MGMT 897TC Teaching Seminar (1 credit) Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course as primary instructor Doctoral colloquium (optional)	Spring Semester 3 Required program seminars: Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course as primary instructor Doctoral colloquium (optional)	Summer 3 Research assignments Finalize dissertation committee Achieve candidacy
Fourth Year	Fall Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course as primary instructor Doctoral colloquium (optional)	Spring Semester 4 Required program credits (18 to graduate): SCH-MGMT 899 Dissertation Credits (1-9 per semester) Teach course as primary instructor Doctoral colloquium (optional)	Summer 4 Dissertation proposal defense
Fifth Year	Fall Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Doctoral colloquium (optional)	Spring Semester 5 Teach course(s) as primary instructor to fulfill fifth year funding teaching requirements Doctoral colloquium (optional) Dissertation defense	

Required Courses:

SCH-MGMT 802 - Foundation of Organization Behavior & Theory
SCH-MGMT 803 - Theory & Research Organization Behavior
SCH-MGMT 833 - Organization & Administration Theory
SCH-MGMT 891A - Strategy Process
SCH-MGMT 891B - Strategic Management
SCH-MGMT 891F - Strategy
SCH-MGMT 893Q - Qualitative Research
SCH-MGMT 893R - Applied Research

Possible Elective Subjects:

Education, Psychology, Sociology, Statistics