



Cochran Center for Research and Doctoral Programs

PROGRAM HANDBOOK

Doctor of Philosophy Program
in Business Administration

*For Students Entering
in Fall 2009
Effective 8/1/09*

Cochran
Research
Center

On the **VERGE**

CONTENTS

Introduction	2
Program Mission and Objectives	3
Advising and Mentoring	6
Academic Program Requirements.....	6
Program and Individual Student Assessment.....	11
The Dissertation.....	13
Other Requirements	18
Evaluation of Progress	19
Standards of Scholarship	21
Academic Honesty	22
Research Support	23
Research Presentations – The First Step to Publication	25
Academic Grievance.....	26
Academic Rights and Responsibilities.....	27
International Students	27
Graduate Teaching and Research Assistantships	28
Fox Association of Doctoral Students (FADS).....	30
Program Advisors & Student Services	30
Student Curriculum Planning Guide	32

Introduction¹

This document explains the Fox School of Business Ph.D. in Business Program at Temple University. Its various sections describe the requirements of the program and other matters of concern to you as a doctoral student. Its purpose is to expand upon the policies and procedures of the Graduate School as described in the Temple University Graduate Policies and Procedures. This document pertains to students entering the doctoral program in fall 2009. Students entering in previous years should refer to the handbook in place on entry to the program.

READ THIS DOCUMENT CAREFULLY AND REFER TO IT WHEN YOU HAVE QUESTIONS. A COPY IS AVAILABLE THROUGH THE BLACKBOARD COMMUNITY – FSBM DOCTORAL STUDENTS AND ADVISORS.

All students should become familiar with the Graduate School policies and services. Information on the organization and role of the Graduate School can be found at:
<http://www.temple.edu/grad>

All students are members of the FSBM Doctoral Students and Advisors Blackboard Community. You can access the community through:
<https://tuportal3.temple.edu/cp/home/loginf> or
<https://blackboard.temple.edu/webapps/portal/frameset.jsp>

The BB community will be the primary medium of communication and information

1 *Please read this document carefully and retain it. It specifies what the program expects and requires of you.*

exchange. Since many universities use BB it will be very useful to become familiar with BB and TUPortal.

Through TUPortal (<https://tuportal3.temple.edu/cp/home/loginf>) you can access all university resources and your personal academic records through OWLnet (<http://owlnet.temple.edu/>).

In order to track your progress and to move through the myriad of steps, there are a number of forms you will need. We will post relevant forms to the Doctoral Students and Advisors Blackboard Community site. You may also find most relevant forms at the Graduate School website. Click on forms.

If in doubt, ask. Your first line of help is with Ms. Lisa Fitch, Assistant Director for Student Services. Always contact Ms. Fitch, your concentration advisor, mentor, department chair or Dr. Aaronson with questions. If your situation warrants we will refer you to the Graduate School. However, you should not contact the Graduate School otherwise.

Program Mission and Objectives

The mission of the Ph.D. BA is grounded in the mission of the Fox School to engage in sophisticated research and advanced doctoral education.

- The Ph.D. in Business program primarily prepares individuals for advanced research, teaching and service at AACSB accredited schools of business.
- We aim high and look for our investment in students to pay off in terms of their contributions to the knowledge base through high profile research and publication in top-tier journals
- We expect students to seek placements at peer or better universities rated by the Carnegie Foundation for the Advancement of Teaching² as follows:
 - RU/VH: Research Universities (very high research activity)
 - RU/H: Research Universities (high research activity)³

The Ph.D. in Business curriculum is based on the following principles:

- Doctoral students are first and foremost committed to their own growth and development and to the achievement of high personal goals through personal effort and with the assistance of well chosen mentors;
- Doctoral students learn through their own research activities and are expected to

² <http://www.carnegiefoundation.org/>

³ Temple University is classified as RU/H.

- contribute to the knowledge of others through research;
- Doctoral students will seek an area in which to develop expertise, but are expected to be knowledgeable in many areas of business administration and will be encouraged to develop their expertise in a way that crosses conventional discipline lines;
- The students' competence as scholars ultimately requires an appreciation of, and a commitment to, the foundations of science;
- The program will attempt to prepare the doctoral students to be questioning and judicious individuals; and
- Doctoral students will further develop and demonstrate both oral and written communication skills while in the Ph.D. in Business program. The students are expected to develop successful teaching at the undergraduate level through the new University Teaching Certificate Program under the guidance of senior Fox School of Business ("FSB") faculty members.

Specifically, we expect that our graduates will achieve:

- A grasp of economic and social processes as they relate to the operation of organizations, including the concepts, theories and practices of decision-making, administration and organizational behavior;
- An appreciation of the value of scholarship and of the obligation to make contributions to knowledge through research;
- An understanding of how your field of concentration fits within the broader areas of managerial and organizational contexts;
- An ability to assess research findings and gather and analyze data; and
- An ability to teach effectively in a variety of classroom settings.

The five main learning outcomes for the Ph.D. program are based on the premise that most graduates will enter academic careers where effective teaching and research are expected. All students will demonstrate that they are competent in the following:

- Theoretical and conceptual knowledge in a concentration;
- Theoretical and conceptual knowledge in core business disciplines that support specialization research within managerial and organizational contexts;
- Advanced theoretical and practical research skills within the concentration;
- Written skills for proposal development and publication of research findings; and
- Teaching and communications skills to be able to organize courses, design learning objectives, convey concepts and assure learning.

Specific learning outcomes include:

1. **Master critical economic, organizational and management theories** – the appropriate mix of theoretical foundations is determined by the concentration and the student's research developmental needs.
2. **Demonstrate mastery of research skills in a social science or analytic context** -
 - ✓ Ask important research questions.
 - ✓ Apply theory and conceptual models to the identification of alternative explanations or answers.

In a social science context:

- ✓ Develop testable hypotheses based on the application of conceptual models to the identification of alternate explanations.
- ✓ Develop methods to test hypotheses.
 - ✚ Identify behavioral models.
 - ✚ Collect, organize and analyze data using appropriate quantitative and qualitative methods.
- ✓ Describe the results of hypotheses testing and the implications of these results.

Or in an analytic context:

- ✓ Demonstrate the ability to invent and analyze new theory, models, methods or software systems.

3. **Master critical theoretical foundations in one of eight business areas of concentration** – Accounting; Finance; International Business; Management Information Systems; Marketing; Strategic Management; Risk Management and Insurance, or Tourism and Sport.
4. **Communicate and defend research findings orally and in writing** - Develop skills in research reporting and publication of results.
 - ✓ Present research proposals for review by funding sources, dissertation committees, institutional review boards, etc.
 - ✓ Identify professional venues including conferences and journals for publication of results.
 - ✓ Present research findings to peers during organized extracurricular research seminars.
 - ✓ Prepare research manuscripts suitable for submission for publication.
 - ✓ Successfully write and orally defend dissertation proposal and dissertation.
5. **Demonstrate effective teaching** – Develop skills in organization and delivery of effective courses that are focused on student learning:
 - ✓ Develop and/or improve course syllabi that facilitate assurance of learning.
 - ✓ Prepare effective lectures, discussions and presentations using the appropriate venue to support learning.
 - ✓ Deliver course topics under the guidance of faculty mentors.
 - ✓ Evaluate learning outcomes and give feedback to students under the guidance of faculty mentors.

Advising and Mentoring

In the course of your studies you will have multiple advisors, which include your concentration advisor, faculty mentors, dissertation committee members and the Ph.D. in Business Program Director among others. Formal authority in the doctoral program resides with the Ph.D. in Business Program Director. In addition each concentration has a Concentration Advisor/Coordinator. Your primary Concentration Advisor will work with you to identify a mentor from your concentration to guide you as you prepare for an academic career. The concentration advisers are listed at the end of this document. As your research interests change, you may want to change mentors and/or concentrations. Should you desire to change mentors, this should be discussed with the advisor for your concentration who will assign you a new mentor if she or he deems that is appropriate. Should you decide to change concentrations, this should be discussed with the advisors in the current and proposed areas of concentration and the Ph.D. in Business Program Director.

Mentoring

Beginning in the spring semester of the first year the process of matching students to mentors will begin. All students will be assigned to a mentor by the end of the fall term of the second year. Failure to identify and match with a mentor by the end of the second year of study will be viewed as failure to progress in the program. The mentor relationship will be in the form of an “apprenticeship” resulting in greater potential for high quality joint research. Faculty members taking on the responsibility of mentoring students are expected to ensure desirable outcomes measurable by student papers targeted to top conference and journals and placements in top research universities. You will be an active partner in identifying your mentor. It is your responsibility to seek mentorship and to take full advantage of the opportunity to work with and for some of the best researchers in the country. You will be evaluated based on your ability to grow and develop as a result of your mentorship relationship.

- *Mentorship is defined* as guidance in research and academic projects, career development, professional demeanor, teaching and research portfolio development. A mentor is one who “facilitates the career and development of another person, usually junior, through one or more of the following activities: providing advice and counseling; providing psychological support; advocating for, promoting, and sponsoring the career of the mentee.”⁴
- *Mentorship is different than advisement.* The Concentration Advisor/Coordinator will maintain the primary responsibility for academic advisement from pre-admission to graduation.

Academic Program Requirements

An important characteristic of the Ph.D. in Business Program is that it is based on

⁴ University of Michigan: Faculty Mentoring: Principles and Best Practices

commitment, ability and demonstrated achievement. Participation in the intellectual life of the program is more than taking courses, which is only a means to this end.

Coursework

Your doctoral program will consist of five or six core courses, and seven upper level courses. These are described in greater detail in the next section.

- Students may transfer up to 6 credit hours (2 courses) from a recognized doctoral (not masters) program upon approval by the Program director. Such approval will be based on a decision by the Program Director (with the input from the course instructor) that the course(s) in question are good substitutes for specific courses in the Ph.D. in Business course of study and evidence of exemplary performance in the course (essentially an A or A-).
- Students who have taken courses in their master's studies that are good substitutes for or go beyond courses required for the Ph.D. in Business program of study may request waivers for those courses. If the waiver is granted the student will be allowed to substitute an additional, higher level course for the course waived. Waivers do not reduce the number of courses required for the doctorate.

The curriculum includes:

- 10 - Theory and Research Methods courses (30 credits),
- 3 - Concentration courses (9 credits)
- 2 - Elective courses (6 credits),
- 1 - Concentration Proseminar (3 credits), and
- 2 - Required series of workshops (no academic credit).
- Preliminary Exam Prep (BA 9994 - 1 credit minimum; 2 credits maximum)
- Dissertation Proposal (BA 9998) - 1 credit minimum
- Dissertation (BA 9999) - 6 credits minimum

Each concentration offers a proseminar in Year 1 and subsequently 3 concentration seminars starting fall of Year 2. Students are then expected to take two elective courses; a minimum of one course must be from outside of the concentrations. The electives may be selected from additional theoretical and methodological courses and from seminars offered for other concentrations. Students seeking to take electives offered by other schools and colleges at Temple will be allowed to do so only with permission from the Concentration Advisor/Coordinator and the Ph.D. in Business Program Director.

Curricular Requirements

Ph.D. BA Common Core

All students are required to complete 2 common core courses – 1 foundation research and 1 business foundation theory courses:

- Stat 8001 – Probability and Statistics
- BA 9103 – Economic Theory of Choice

Theoretical Foundations

In addition, all students must take *at least* 5 foundation theoretical courses from the following list:

Theoretical Foundations in Economics

- BA 9104 – Game Theory
- BA 9205 - Information Economics
- BA 9301 – Financial Economics
- BA 9108 – Capital Markets Research

Theoretical Foundations in Key Management Disciplines

- BA 9001 – Organization and Management Theory
- IB 9001 – Theories of International Business

Theoretical Foundations in the Behavioral & Social Sciences

- Courses may be selected from other departments in the University with the approval of the Concentration Advisor/Coordinator and the Ph.D. BA Program Director. Courses will be reviewed by the Doctoral Programs Committee. New Fox theoretical foundation courses may also be proposed and submitted for approval.

Methodological Foundations

Further, students must take *at least* 3 methodological courses from the following list:

- BA 9002 - Scientific Inquiry in Management Research
- BA 9105 – Econometric Analysis I
- BA 9201 – Quantitative Research Methods
- BA 9202 – Qualitative Research Methods and Theory Building
- Stat 8113- Statistical Methods Bus Research II
- Stat 8108 – Advanced Multivariate Analysis
- Stat 8114 - Time Series Analysis and Forecasting
- BA 9106 – Econometric Analysis II

5 Students will take either 4 theory and 4 methods courses or 5 theory and 3 methods courses depending on concentration and plan of study. The total number of courses/credits for these categories is 8 courses / 24 credits.

Each student will follow a curriculum plan that is grounded in the concentration of choice and driven by personal goals and research interests.

Other Program Requirements

Required Workshops and Seminars

Each concentration and the Ph.D. Program will provide workshops and seminars at which attendance and participation will be required. Some examples include:

- Departmental research seminars with invited speakers
- Doctoral student research presentations
- How to publish workshop – a discussion with journal editors
- Getting that first academic position – process and strategies

Active participation will be evaluated for each student and will be reflected in the standing of each student in the program as their overall progress is assessed.

- Departmental and Fox School research seminars will be required for all PhD students and will be considered as an indicator of performance. Failure to attend will be considered in decisions regarding renewal of assistantships and continuance in the program.
- All students will be required to become proficient in use of statistical packages pertinent to their concentration and chosen research focus.
- All students preparing teaching assistantships will be required to complete a preparatory program and participate in programs sponsored by the University Teaching and Learning Center (<http://www.temple.edu/tlc/>) and the Fox Center for Innovation in Teaching and Learning (<http://www.sbm.temple.edu/foxteach/>).
- All students will be required to serve as Graduate Teaching Assistants beginning in year 3, unless there are mitigating circumstances (GRA's paid by a grant will not be required to teach if continuity of grant is jeopardized; exceptions may be made for students interested in high level research careers).
- Students will be expected to complete a newly developed University Teaching Certificate Program (for Fox doctoral students) – implementation is expected in spring 2010.

Teaching is an integral part of an academic career and a requirement for the doctoral degree in Business Administration. We expect you to have a variety of in-class experiences, so that when you apply for an academic position you will have a Teaching Portfolio to show prospective employers. This portfolio will normally consist of a teaching philosophy, as well as syllabi and evaluations for courses taught. An effective portfolio will show that you either taught or contributed to a variety of courses. Valuable teaching experience can be gained by acting as a teaching assistant for designated courses, or by teaching at Temple or one of a myriad of colleges in universities in the Philadelphia region.

Coursework in Concentrations

Students will choose one of the following concentrations leading up to the doctoral dissertation and complete the work specified in each concentration. The **required** seminars in each concentration cannot be substituted by other seminars from within the school or outside the school without the approval of the Ph.D. in Business Program Director. **Students may not take masters level courses in business administration for credit in the doctoral program.** In the university numbering system, any course with “5” as the first digit is masters; “8” either masters or doctors; “9” doctors.

Accounting

ACC 9001	Interdisciplinary Accounting Research Seminar
ACC 9002	Seminar in Financial Accounting Theory
ACC 9003	Seminar in Accounting Research Methods

Finance

FIN 9001	Corporate Finance Theory (Revised course)
FIN 9002	Empirical Research in Corporate Finance (Revised course)
FIN 9003	Empirical Asset Pricing (Revised course)

International Business⁶

IB 9001	Theory of International Business and Multinational Firms
IB 9002	Research Methods in International Business

Marketing

MKT 9001	Seminar in Marketing Theory Development
MKT 9002	Seminar in Behavioral Research in Marketing
MKT 9003	Seminar in Quantitative Research in Marketing

Management Information Systems

MIS 9001	Management Information Systems Foundations and Theory (Renumbered)
MIS 9002	Research Seminar on Management Information Systems: An Organizational Perspective (Renumbered)
MIS 9003	Research Seminar on Management Information Systems: An Economic Perspective (Revised)

⁶ Students concentrating in International Business must take at least 2 and preferably 3 concentration courses in Finance, Strategic Management or Marketing plus the proseminar in that concentration.

Risk Management & Insurance

RMI 9001	Seminar in Property-Liability Insurance Markets
RMI 9002	Seminar in Pensions and Employee Benefits
RMI 9003	Seminar in Risk Theory

Strategic Management

GSM 9001	Seminar in Strategy Formulation and Environmental Analysis
GSM 9002	Seminar in Administration of Strategic Decisions
GSM 9003	Seminar in Management Control

Tourism & Sport

THM 9001	Research Seminar in Tourism and Sport (Revised)
THM 9002	Seminar in Tourism and Sport Theory (Revised)
THM 9003	Seminar in Culture and Communication (Revised)

Program and Individual Student Assessment

The program has been designed with clearly stated learning outcomes. In an effort to assess and improve the program, student progress will be assessed at certain points during the course of the program. Each assessment point will provide feedback to the Doctoral Programs to determine if learning outcomes are being met and if not, determine why. The purpose of this exercise is to continuously improve the program and assure the best possible career outcomes for our students as they find placements at peer or better business schools / universities.

- Each student will be required to initiate a **Research Portfolio** in the first year of study and a **Teaching Portfolio** during the first year as a graduate teaching assistant. The Portfolios will be used to facilitate tracking progress and will contribute to the evolution of Curriculum Vitae. The CV will provide evidence of student progress.
- **Progress Evaluation** - At the end of each year, the Concentration Advisor / Coordinator and DQ faculty will evaluate progress of each student in the concentration. Progress markers will include grade point average, results of assessments (see below), performance in assistantships, attendance at research seminars, evaluation by the student's mentor, and other departmentally and school wide doctoral programs, and general commitment to the program. Failure to make adequate progress may result in dismissal from the Program. Recommendations for dismissal will be reviewed by the Ph.D. Program Director and Doctoral Program Committee. DPC will have 3 options: 1) Dismiss student; 2) Terminate assistantship, but retain student; 3) Retain student, but warn the student and lay out expectations for performance improvement.
- The **RESEARCH PAPER CRITIQUE** at the end of the first year is a part of the degree requirements where students are expected to read and understand an academic

article and write a critique within a given time frame. The session will be a closed door exam format; students will not be provided with the paper ahead of time. A professor from the student's concentration will grade the paper as pass or fail. In the event that a student is rated as failing a committee of 3 faculty members will review the critique. The majority will determine the student's grade. If the student receives a failing grade, a second exam will be scheduled at the discretion of the Ph.D. BA Program Director. Students who cannot pass this requirement will be terminated from the program on second failure of this exam. The faculty graders will summarize research weaknesses and strengths based on the critique. The written evaluations of research and statistical knowledge will become part of the student record and will be used as input into assessment of the learning outcome.

- Students will work on a **PERSONAL RESEARCH PAPER** during the second year and will have completed the paper by start of the fall semester in year 3⁷. This paper should not be a proposal but a full research paper including literature review, gathering and analysis of data with results and conclusions. This research paper is a degree requirement. Students who fail to fulfill this requirement will be terminated from the program at the end of the first semester of year 3 and will not be eligible to take the preliminary exam. The paper may or may not be counted as a first essay towards completion of dissertation depending on the dissertation format of the concentration and the determination of a dissertation committee. The students must present the paper before the faculty of his/her concentration. A minimum of 3 faculty members must participate in the panel review. The faculty will summarize the research weaknesses and strengths of the paper and evaluate the acceptability of the paper. This will be used to assess the learning outcome and to provide feedback to both the mentor and the program. Failure to deliver a research paper acceptable to a committee of the concentration DQ faculty will result in dismissal from the Program for failure to progress (see above).
- **Concentration Preliminary Examination (aka Comprehensive) Examination** - All students are required to take and pass a preliminary examination in their concentration. The purpose of this examination will be to evaluate your ability to synthesize the substantive areas in your concentration. Passing the examination will require performance on the questions at a level such that the student demonstrates sufficient knowledge of the topic to be able to produce a defensible proposal and dissertation. During the period of time between completion of coursework and passing the Preliminary Examination you must be continuously enrolled for a minimum of one (1) credit per semester (BA 9994). The examination committee will determine the level of performance required to meet this criteria.

⁷ Each concentration at its discretion may add research output requirements or may chose to require student to fulfill this requirement earlier in their programs.

- You may not take this examination until after all coursework is completed (and all I's and NR's have been resolved) and the research competency examination is passed. However, you must take your preliminary examination within six months of completion of your coursework. Thus, you should expect to take this exam during the spring of your third year in the program. Please note that some concentrations also require a formal research project that must be completed prior to taking this examination. These requirements do not extend the six-month requirement for taking the exam.
- Once you have passed the preliminary examination, you have five years to complete the dissertation. Failure to do so will require that you retake and pass a new preliminary examination to remain in good academic standing. This rule does not extend the requirement that the program be completed within seven years.
- Students who fail the preliminary examination on the first attempt are permitted to sit for reexamination no later than six months after being notified of the failure. A member of the Preliminary Examination Committee will provide feedback by identifying areas of failure and providing suggestions for remediation. A second failure will result in dismissal from the university. **No third attempt is allowed.**

The Dissertation

Dissertation Proposal & Defense

Within one year after you have passed your preliminary exam, you are required to develop and formally defend your dissertation proposal. However, you may not defend your proposal until you have completed your preliminary exam. During that period of time you must be continuously enrolled for a minimum of one (1) credit per semester (BA 9998). Once successfully defended, you are admitted to **candidacy**. Your defended proposal and the required modifications communicated to you by your committee identify what is expected of you in the dissertation.

- Your dissertation proposal is supervised by your Dissertation Committee, which is composed of at least three individuals, including your chairperson. The chair and one other member must be from your field of study. One member may be from outside your field of study. Your chairperson must be a member of the University Graduate Faculty and Doctorally Qualified in the Fox School. .

Dissertation & Defense

All students must successfully defend a doctoral dissertation. By Graduate School policy, a *minimum of six (6) credits of dissertation research (BA 9999) is required of all students*. These credits can only be taken once the dissertation proposal has been successfully defended. Because of the central role that the dissertation plays in the education of a doctoral student, it is treated in a separate section of this handbook.

- **Research** - The creation of knowledge is at the core of doctoral education. The ability to be able to present to your peers is critical to your ability to disseminate knowledge gained through research. To encourage you to get involved in the research process from early on in your program you are **required** to author or coauthor a research paper that is presented in a departmental research series prior to your taking the comprehensive exam. Collegiality and collaboration are highly valued. Research may be initiated based on personal interest or required course research projects. However, the research results must be in publishable format presented using your best presentation skills. Publication in refereed journals is highly valued. Your research experience, including research output such as presentations at regional or national research conferences, research seminars presented to your peers and published articles, will be cataloged in a Research Portfolio. In order to attain a faculty position at a prestigious research university it will be necessary to have an extensive and high quality portfolio.
 - You will be evaluated each year by your Concentration Advisor and doctoral faculty on the quality of research and potential to advance your research agenda.
 - ✓ Academic performance in research seminars
 - ✓ Presentations to peers or in other venues
 - ✓ Presentations at regional or national conferences and other intellectual contributions
 - ✓ Published articles

Step 1: The Proposal

Your dissertation proposal is supervised by your Dissertation Committee, which is composed of at least three individuals, including your chairperson. The chair and one other member must be from your field of study. One member may be from outside your field of study.

- The Chair must be approved by FSB to mentor students and chair doctoral committees (DQ)
- You should begin planning your research early in your studies and have given some thought to formation of a dissertation committee. Before asking any faculty member to serve on or chair your committee, please check with the Doctoral Programs Office to verify that the faculty member is qualified.
- All committee members must also be members of the Graduate Faculty of the University. Please review the membership found at:
 - <http://www.temple.edu/grad/faculty/index.htm>
- If you elect to include an outside member who is not a Temple University faculty member, you must seek approval as early as possible for that person to serve. Outside members must meet the Graduate School criteria for affiliate membership on the Graduate Faculty in order to serve as a doctoral committee member.

If you have any questions about eligibility to serve, please check with the Ph.D. BA Program Director.

Keep in mind when selecting a committee that the quality of your dissertation and reputation of your chair and committee members will determine in large measure the types of job opportunities you are afforded.

You are expected to submit a satisfactory proposal to your Dissertation Committee and to the Ph.D. in Business Program Director within one year after you have passed your preliminary examination. Failure to complete the proposal within one year from the date of passing the preliminary examination may constitute grounds for termination from the program.

Your Responsibilities:

- ✓ Construct a write-up of your research idea and present it to faculty members as you seek members to serve on your committee. This is an iterative process that helps you identify the committee members with appropriate theoretical and methodological expertise to guide you in pursuing your research idea.
- ✓ Seek first a chair that is most compatible with your ideas and research interests. If the research idea is acceptable and the faculty member is willing and is qualified to serve as chair, he/she will consult with you about the choice of other committee members.
- ✓ You are ultimately responsible to form your dissertation committee. Inability to form a committee is evidence that you are not making satisfactory progress and are subject to dismissal.
- ✓ You must submit your dissertation proposal in writing to the committee. The proposal should include: a statement of the general problem, the questions or hypotheses to be investigated, the relevance of the problem to business theory and practice, a review of the applicable literature, an outline, and a detailed description of the methodology to be used.
- ✓ Following your defense of the proposal, the chair and the committee, in consultation with the Concentration Department Chair, Ph.D. Program Director and Concentration Doctoral Faculty shall either:
 - ✚ Accept the proposal as presented; or
 - ✚ Accept the proposal providing that the dissertation incorporates modifications suggested at the defense of the proposal and agreed upon by the Committee; or
 - ✚ Reject the proposal. In this case, a new proposal must be developed. Failure to successfully defend the proposal within a reasonable period from the date of passing the preliminary examination constitutes lack of satisfactory academic progress and is grounds for dismissal from the program.
 - ✚ The chair of the dissertation committee and the chair of the examining committee are required jointly to give to you a written statement that identifies the necessary modifications. A copy of this statement and the defended proposal must be filed within thirty days following the date of the defense with the Ph.D. in Business Program Director and the Graduate School. Should the Director deem the modifications equivalent to a new proposal, the process must be restarted.

- ✓ Submit your successfully defended proposal and the Dissertation Proposal Transmittal to the Doctoral Programs Office and to the Graduate School. You will then be elevated to candidacy and can proceed with your dissertation.

Step 2: Writing the Dissertation

During the writing of the dissertation proposal, a Dissertation Defense Committee must be formed to approve the dissertation. The Dissertation Defense Committee must include, at a minimum, your Dissertation Committee members and a member from outside of the department in the Ph.D. in Business program, who is not on the Dissertation Committee. With approval, you may invite a faculty member from another school at Temple or from another university.

Approval of the proposal by your Committee is, in essence, a commitment by the faculty and by you to proceed with the theoretical development and research methodology as proposed, without major alteration. The dissertation must meet all requirements of the Graduate School as stated in the catalog and other official documents.

Information about format and style of the dissertation can be found on the Graduate School website: <http://www.temple.edu/dissertationhandbook/>

- Your responsibilities:

- You are required to meet with your Committee at least once each year. This meeting should review the previous year's work and outline a timetable for completion of the dissertation. The Chair of the Committee must provide you and the Ph.D. BA Program Director with a copy of the Progress Report that emanates from this meeting. The Progress Report provides documentary evidence in any future petition to the Graduate School for an extension of time.
- If any member of the committee decides to withdraw from the committee, you shall notify the chair of the dissertation committee and the Director of the Ph.D. in Business program. You are responsible to find a replacement, in consultation with your chair. If the chair withdraws from the committee, the process will be the same, except that the members of the committee will assist you in finding a replacement. The withdrawal of a member or chair does not require that the proposal be re-defended.

Step 3: The Defense

The Doctoral Dissertation Examining Committee includes the Dissertation Committee plus at least one additional faculty member from outside your department in the Ph.D. in Business program. The outside member does not have to be a member of Temple University, but must be eligible for affiliate membership on the Graduate Faculty of Temple University. The chair of the Dissertation Examining Committee may not be your dissertation adviser.

- Prior to the oral defense, a majority of the members of your Dissertation Committee must stipulate in writing that the written dissertation is of sufficient quality that it is ready to be defended. Written public notification to the academic community **and to the Graduate School** must be made at least ten days before the oral defense. Copies of the dissertation must be made available.
- At the defense, only members of the Examining Committee have the authority to decide whether you pass or fail.
- All of the members of the Examining Committee must attend the oral defense unless written approval has been obtained from the Dean of the Graduate School. Absent members of the Examining Committee must still participate through appropriate technology. No more than one member may be absent. In all cases you and the chair of your Committee must be present.
- All dissertation oral defense examinations must be publicly announced by your chair in writing and communicated to the Dean of the Graduate School at least ten (10) days prior to the examination. The oral defense is open to the academic community.
- Prior to defending your dissertation, you are required to complete the Procedures for Graduation (Ph.D.) form. The form must be signed by all members of your Committee and by the Ph.D. BA Program Director in order to assure that everyone is aware of their respective responsibilities and you graduate on time.
- The Dean of the Graduate School and the Graduate Board must approve your defended dissertation.
- The Graduate School requires that the successfully defended and revised dissertation be submitted electronically within four weeks of the defense. If not, the Examining Committee must be reconvened and the revised dissertation must be defended. Announcement to the public must be in writing at least 10 days prior to the defense. The four-week period applies to all revisions.
- Deadlines for submission of your dissertation are listed on the Graduate School calendar. Please be sure to follow all Graduate School and University requirements for graduation including timely application for graduation and submission of all paperwork.

<http://www.temple.edu/grad/calendar/index.htm>

Other Requirements

Continuous Enrollment

The program requires continuous **full-time status**. During the coursework period, this means continuous enrollment in at least three courses (nine credits) during the fall and spring semesters while in the program. Subsequent to completion of coursework you must enroll in either BA 9994 (preliminary exam preparation), BA 9998 (pre-dissertation research), or BA 9999 (dissertation research), each semester.

Time Limit

The program, including the dissertation, must be completed within **seven** years of admission. Leaves of absence, which must be approved, do not extend this requirement.

Post-Coursework Registration

You are required to demonstrate continuous registration by registering for the one of the three designations listed below, depending on your status in the doctoral program:

- ✓ **BA 9994** - Preliminary Examination Preparation. Register for these credits (1 credit per semester) beginning the semester following completion of the didactic phase of study and prior to passing your Preliminary Examination;
- ✓ **BA 9998** - Pre-Dissertation Research. Register for these credits (1 credit) once you have passed your Preliminary Exam and as you are preparing your Dissertation Proposal. Continue to register until you have successfully defended your proposal;
- ✓ **BA 9999** - Dissertation Research. Register for these credits (1 – 6 credits per semester depending on expected progress to defense) once you have defended your proposal. You must register for at least six (6) credits of BA 9999 (999) according to Graduate School policy.

Advising

You are expected to meet with your advisor / mentor periodically and no less than once a semester. After that meeting, your mentor will prepare a written evaluation of your progress. You will receive the evaluation (with a copy sent to the Ph.D. in Business Program Director) shortly after the annual review. *You must meet with the Ph.D. in Business Program Director once each year to review your progress.*

- **Extension of Time** - Extension of time can be requested and may be granted provided your request can be substantiated. Normally, requests do not occur until the student is in the process of writing the dissertation.
 - ✓ Proper substantiation includes a timetable for completion of the dissertation

and a letter of agreement signed by the dissertation chairperson. All extensions require the approval of the Program Director. Extensions beyond ten years require approval by the Dean of the Graduate School.

Leave of Absence

Leaves are approved for legitimate circumstances. Please note that leaves do not extend the maximum time limit for completion.

Miscellaneous

- There is no language requirement for the Ph.D. in Business program.
- Withdrawal from the University, readmission, appeal procedures and grievances all follow the Graduate School procedures laid out in the Graduate Bulletin.
- Student records are to be kept under lock and key, to be available only to designated personnel (the program director, Oversight committee, departmental advisers, and Ph.D. administrator) for appropriate uses, and may be reviewed by the student upon written application to the Program Director.

Evaluation of Progress

Evaluations occur continuously during the program. In addition to the examinations described above, we will be evaluating your progress on a number of dimensions. You are entering a profession that is built on a tripartite set of responsibilities: research, teaching and service.

Investing in You

We consider award of a teaching or research assistantship to be an investment of our resources in the future of the academic enterprise. As an investment, we expect to see a return. The return that we expect for our investment is that you will strive for excellence during the course of your studies and seek an academic appointment worthy of a degree from the Fox School of Business.

Commitment

To be a successful scholar, you must be committed to research. Research is an integral part of an academic career and the dissertation (see more below) is a requirement for the doctoral degree in Business Administration. Consequently, your coursework is designed to provide you with the tools to do research, as well as to immerse you in the state of the art of research in business administration and in your concentration. Departments in the Fox School of Business also provide research seminars on a regular basis. Your attendance is required at your own department's seminars and attendance at other departmental seminars is encouraged. We expect that in the course of your program you will work on multiple research projects, which may involve collecting data internally or externally, analyzing that data, and presenting the

findings in multiple settings, e.g., conferences, departmental or Ph.D. in Business research seminars and journals.

Commitment as a scholar also means working collegially with peers and other members of the academic community. Active engagement with your fellow students and service to the program, school, university and profession are expected. Service builds the common good and also provides you with an opportunity to build research and professional networks within the program and within your chosen discipline.

Progress Reviews

At the end of each year of study, the Concentration Advisor / Coordinator and DQ faculty will evaluate progress of each student in the concentration. Progress markers will include grade point average, results of assessments (see below), performance in assistantships, attendance at research seminars, evaluation by the student's mentor, and other departmentally and school wide doctoral programs, and general commitment to the program.

Table 1 – Progress Review Schedule

Spring Year 1	Spring Year 2	Fall Year 3	Spring Year 3	Years 4 – 5
Research paper critique		Research paper	Preliminary Exam	Dissertation Proposal Defense
First Portfolio review	Second Portfolio review		Third Portfolio Review	Dissertation Defense
Progress Review	Progress Review	Progress Review	Progress Review	Progress Review

- Progress Reports – Once you have passed your preliminary exams and you have formed your dissertation committee, progress reports must be submitted at least once each year detailing your progress toward completing your dissertation proposal and your dissertation. Your committee must meet with you and apprise you of your progress. Progress reports will be kept on file and will be considered as part of your annual progress

Satisfactory Progress

To remain in the program, your progress must be satisfactory, which includes demonstrating commitment, demonstrating academic achievement, and satisfying the requirements specified throughout this handbook.

The following are the areas in which you will be evaluated.

- The formal requirements are: that you maintain at least a GPA of 3.0, that you not receive more than two grades of "C+" or worse or more than one grade of "F," that you take and pass the courses within the prescribed time periods, that you take and pass the statistics competency examination by the end of your first year and that you

take and pass your preliminary examination by the end of your third year. In addition, you are required to complete and defend your dissertation proposal by the end of the fourth year in the program, and defend your dissertation by the end of your fifth year.

- You are required to take and to pass two sets of exams – the Statistics Competency Exam and the Concentration Preliminary (Comprehensive) Exam. If you fail the exam on the first attempt, you will be allowed to sit for the exam a second time (provided that you are otherwise making adequate progress). You will receive a warning letter in which it will be stated that failing the exam on the second sitting will be cause for dismissal from the program. You must retake and pass the exam within 2 months in order to continue to be eligible for continued assistantship funding.
- You are required to participate in all concentration/program sponsored research seminars. Participation in the non-credit research seminars is a crucial element in exposing you to the many facets and opportunities in business research and research in your concentration.

If your Concentration Advisor and the doctoral faculty in consultation with the Department chair and the Program Director deem that you have failed to progress according to plan, you will be issued a warning letter and a time frame within which to show improvement.

- ✓ You will receive a warning letter from the Program Director if you fail to maintain adequate academic performance or on your first failure of the Statistics Competence Exam or the Concentration Preliminary Exam.
- ✓ Students who have received an academic warning letter will not be eligible for financial aid and assistantships will not be renewed going into the next semester or academic year. Students who fail either exam may be reinstated if they successfully pass the exam within the designated time frame.
- ✓ If you fail to meet the requirements laid out in your warning letter or you do not improve your academic standing, the Concentration Advisor and doctoral faculty will recommend your dismissal from the program.
- ✓ Recommendations for dismissal will be reviewed by the Ph.D. Program Director and Doctoral Program Committee. The student will be dismissed if the DPC concurs with the recommendation and determines that the student has failed to progress or meet academic standards.
- ✓ Failing the Research Exam, writing of a publishable paper or the Concentration Preliminary Exam is cause for dismissal without review or appeal.
- ✓ Failing to form a dissertation committee in the prescribed period of time is cause for dismissal without review or appeal.

Standards of Scholarship

The standards of scholarship are described in the Temple University Graduate Policies and Procedures.

Grading in the program is based on the standard A, B, C, D, and F scale with A being the best

and F the worst. Instructors may also assign plus (+) or minus (-) grades for each grade level.

Students who earn less than a C- on a course must retake the course at their own expense. Students who do not score below a C- may elect to retake a course to improve their grade with the agreement of the instructor; however, they must do so at their own expense.

Beginning with the semester in which you enter the Ph.D. in Business Program, you may receive no more than two grades of 'C+' or lower or one grade of 'F'. Also, grades of B- indicate inferior performance at the doctoral level.

If you are a Graduate Research or Teaching Assistant or an Adjunct Lecturer, you must maintain a GPA of 3.25 or higher in order to be permitted to continue teaching. You cannot graduate unless your GPA is 3.0 or greater.

Academic Honesty

Academic honesty and integrity are essential characteristics for successful research and teaching careers. You, as a member of the Fox School of Business/School of Tourism & Hospitality Management, are forbidden to plagiarize or to help other students plagiarize. Plagiarism is the unacknowledged use of another person's words, ideas or work, as explained below. Plagiarism is very likely to result in dismissal from the program.

- **Words** - Whenever you use a phrase, a sentence, or longer passages that someone else wrote or spoke, you must surround the copied language with quotation marks and indicate the source. Do not closely paraphrase someone else's written or spoken language and pass it off as your own. For example, to change a verb tense here and there, or substitute a word or two, does not make you the original author. When in doubt, give the citation. Longer passages should be single-spaced and indented, without quotation marks. See a standard composition handbook for guidance, or consult your instructor.
- **Ideas and Facts** - When you mention someone else's idea, you must acknowledge this by naming the source. Some facts are commonly known, undisputed pieces of information. It is not necessary to name the source of such facts. For example, you could mention in an HRA paper that the Civil Rights Act of 1964 protects people from discrimination based on religion, sex or race. However, when you use facts which are not widely known, you must credit the source. For example, if you have found, in researching a paper, that 15 of the cases brought under Title VII are for sex discrimination, you must indicate where you located such a specific fact.
- **Work** - When an instructor gives you an assignment, you must do your own original work. You must not submit your own work from another course without the agreement of the instructor. Your instructor may expect you to cooperate with a group of students on a project. For example, you might collect data together, and then be required to hand in a report of your findings. You must not submit a report that relies entirely on your fellow student's work, without a significant contribution of your own. When computer programs or laboratory reports are required from each individual student, group

discussion may be encouraged, but students are then expected to work toward a final product on their own; at no time should all, or part, of a program or report be developed jointly, or copied from another student.

- **Examinations** - Unless your instructor informs you otherwise, examinations are "closed book." In other words, you may not use notes or any written material while taking exams.
- **Penalties** - Charges of plagiarism or any form of academic misconduct should be brought immediately to the attention of the Program Director. It is his responsibility to inform the Vice Dean and the Academic Grievance Committee of the Fox School of Business. This committee, which is composed of faculty and students, determines guilt or innocence and, if guilty, makes a recommendation to the Dean of the School. The final decision is made by the Dean.

Research Support

Recognizing that research orientation is vital to the success of doctoral level education, both Temple University and the Fox School of Business/School of Tourism & Hospitality Management offer a variety of facilities to support student and faculty research.

Cochran Center Doctoral Computer Lab

Doctoral students have access to resources in their home departments and also have access to a computer lab available only to doctoral students. Room 331 Alter Hall has 10 computers with several statistical software packages including SAS, STATA, and SPSS among others that will permit you to work on your research.

FSB Research Support

The *Cochran Center for Research and Doctoral Studies* (334 – 337 Alter Hall) is available to assist you and your faculty advisor in identifying cogent research opportunities and potential sources of grant funding for general and dissertation research. The CCRDS will also catalog all doctoral student research and make it accessible via the CCRDS web site, <http://sbm.temple.edu/crc>

There are 8 journals published with editors located at the Fox School of Business:

<http://sbm.temple.edu/crc/journals.html>

Databases & Access to Data – The Foundation of Research

The school subscribes to a number of research databases that are accessible via the Wharton Research Data Services (WRDS) platform. Within WRDS we license several important databases. Doctoral students have access to this database free of charge. You may request an account at:

<https://wrds.wharton.upenn.edu/>

Students who are developing researchable questions for publication or dissertation must be realistic with respect to data availability. We do not subscribe to all databases within WRDS.

We also are not able to respond to requests from students for addition of database subscriptions.

University Research Support

Social Science Data Library

The Social Science Data Library (<http://www.temple.edu/ssdl/>) is Temple University's repository for social science data. Currently, its holdings incorporate files on virtually every subject of interest to social scientists. The files range from nineteenth century census data to health examination surveys of national samples to arrest records from the Paris Insurrection of 1848 to international economic statistics. SSDL also is a member of the Inter-university Consortium for Political and Social Research, which gives students and faculty access to thousands of other data files.

SSDL staff also provides limited consulting on statistical and research methodology. For example, the staff may suggest statistical procedures appropriate to the nature of the data in a particular file, assist users in interpreting statistical results, suggest how best to organize data for analysis or presentation, or recommend appropriate software and hardware for a particular analytic problem.

Samuel Paley Memorial Library

The Samuel Paley Library is a major university library. The Business and Management collection accounts for approximately 12 percent of the total collection. The University is also a member of the Research Libraries Group, a consortium of 30 major United States research libraries which make their resources available to their members' faculty and students. The Paley Library also has computer search facilities for card catalogs and journal abstracts. You can access University Libraries through:

<http://library.temple.edu/>

You can directly access full-content databases by Subject Category:

<http://library.temple.edu/articles/dbfinder/?bhcp=1>

To access the databases from off-campus locations you must be using TUPortal or the Temple proxy server.

For more information, please contact the Business Librarian, Mr. Adam Shambaugh, Paley Library Room 220, 215-204-5694, adam.shambaugh@temple.edu.

Other Resources

The Free Library of Philadelphia provides access to a substantial amount of data and information useful to your research. If you do not already have a library card from the Free Library of Philadelphia, you should get one. You can apply online and have the card mailed to you within days. The Web address is:

<http://www.library.phila.gov>

Anyone who lives, works, pays taxes, or goes to school in Philadelphia is eligible for a card.

The Free Library has more than 150 databases; many of them with remote access (just enter your library card number and your PIN number). Some of these are the same as the ones we have at Temple (BUSINESS SOURCE PREMIER and BUSINESS AND COMPANY RESOURCE CENTER) and some are unique to the Free Library (FACTS ON FILE: BUSINESS AND PERSONAL FORMS and BUSINESS WRITING HELP CENTER).

Research Presentations – The First Step to Publication

In preparing for an academic career it is very important that you have an opportunity to present your research findings to your peers. This can occur at seminars arranged by the Ph.D. in Business students, departmental research seminars or professional research meetings.

As you prepare for research in your concentration you should become familiar with the professional associations related to your field of study. These associations are organized at the regional, national or international level. The opportunity to present your research at their research meetings will give you invaluable feedback on your research and will expose you to faculty and student networks that will assist you in finding your first academic position.

While there are many strategies to getting your research published, one very effective way to organize and publish your research is to begin with presentation at regional, national or international conferences. You will devise a plan with your advisor during your first two years of study that will identify appropriate venues for presenting your research. Once your advisor or mentor is comfortable that your research is ready for presentation, you should prepare a proposal for the designated conference venue and submit it on a timely basis. Research conference schedules are generally known at least one-year in advance; deadlines for submission of abstracts / papers for consideration are generally 6 to 9 months prior to the conference with notification of acceptance coming sometime between proposal submission and the conference.

Eligibility conditions for travel to conferences are discussed in the PhD. “Student Policy on Travel Funding for Presentation of Research at Conferences”

Tips for maximizing the value of participation in conferences:

- ✓ If there is a doctoral student group, attend the meetings and get involved with the organization as much as possible.
- ✓ Give an outstanding presentation – this is your opportunity to demonstrate your abilities to potential employers.
- ✓ Take your curriculum vitae and teaching/research portfolios with you to the meeting and be willing to share them with faculty members attending.

- ✓ Attend all information sessions or participate in informal or formal interviews when possible and under the guidance of your advisor / mentor.
- ✓ Build your research networks early – it will pay off later!

Academic Grievance

All students and faculty in Temple University have the right to adjudicate grievances concerning academic matters within the Fox School of Business in a fair and expeditious manner. However, the standards of academic performance are reserved for faculty responsible for teaching the course in question. The procedures set forth below are for the purpose of insuring a fair adjudication of grievances. These procedures apply to all grievances arising from any course offered by FSB. These procedures do not apply to grievances arising out of courses offered by other schools and colleges within the University.

The scope of academic grievances shall include academic matters and/or other matters affecting a student's academic degree program and/or academic performance, such as good standing, grades, written evaluations (exclusive of letters of recommendation), faculty performance, comprehensives, dissertations, and granting of degrees. Grounds for academic grievances may include: discrimination by race, color, sex, age, religion, national origin, sexual orientation, marital status, or disability; clerical error; coercion and intimidation (including sexual harassment); fraud; and violation of the rules of FSB and Temple University.

A student or group of students who wish to present a grievance shall do so as expeditiously as possible and must follow the steps in the order presented below. Grievances must be filed **within six months** of the occurrence of the alleged grievance. A student may withdraw a grievance at any time.

Although any student has the right to formal adjudication of an academic grievance, this right should not be abused. The formal presentation of a grievance is a serious action, and should therefore be instituted only when the situation warrants doing so. Further, all informal methods of adjudication (for example, informal conferences, mediation through the Ombudsperson and/or Administrator) must be exhausted before instituting a formal grievance.

If a student chooses to file a formal grievance, the assistance of the Ombudsperson and/or the appropriate Administrator (at the undergraduate, masters or doctoral level) may be used at any time. The role of the Ombudsperson and/or the Administrator shall be that of mediator, not advocate. The Ombudsperson and/or the Administrator will be the only third party permitted to participate in these procedures. This is not, however, to preclude the calling of witnesses. Any student may retain legal counsel but their role will be limited to that of an observer only. Any formal grievance must follow the order of stages given below. The parties shall attempt to resolve the grievance expeditiously and at the earliest possible stage.

Academic Rights and Responsibilities

Temple University students who believe that instructors are introducing extraneous material into class discussions or that their grades are being affected by their opinions or views that are unrelated to a course's subject matter can file a complaint under the University's policy on academic rights and responsibilities. The full policy can be found at:

http://policies.temple.edu/getdoc.asp?policy_no=03.70.02

The policy encourages students to first discuss their concerns with their instructor. If a student is uncomfortable doing so, or if discussions with the instructor do not resolve the student's concerns, an informal complaint can be made to the Student Ombudsperson for the student's school or college. Unresolved complaints may be referred to the dean for handling in accordance with the school or college's established grievance procedure. Final appeals will be determined by the Provost.

International Students

Students from around the world attend the Fox School of Business Ph.D. programs. Holding an F-1 visa is a privilege. It is incumbent on the student to obey US immigration laws and to seek information necessary for visa maintenance. The following is a list of some issues pertinent to international students at Fox:

- English Language Fluency / SPEAK test
- F-1 Visas / I-20 and I-9 processing

Certification of English Language Fluency

Pennsylvania state law requires that all instructors or instructional supports (teaching assistants) who are not native speakers of English be certified in spoken English. In compliance with this law, Temple University requires that each International Teaching Assistant (ITA) and any U.S. citizen who is not a native English speaker be certified for oral English proficiency. This requirement must be met prior to the first day of classes for the semester in which the TA will teach.

Certification is obtained by passing either the Test of Spoken English (TSE) with a score of 55 or higher or the SPEAK test with a score of 50 or higher. The Educational Testing Service (<http://www.ets.org/tse/>) offers the TSE in the United States and other countries. The SPEAK test is administered by Temple's ITA Program (<http://www.temple.edu/ita/>) for all TAs who need to be tested.

F-1 Visas/I-20 Processing

The F-1 visa is a non-immigrant, full-time, student visa that allows foreigners to pursue education in the United States. The I-20 Form is issued by universities to provide supporting information for the issuance of your F-1 Visa. Temple University's Office of International

Services (www.temple.edu/ois) can assist you in obtaining these documents. For further information, please refer to the US Department of State Website at http://travel.state.gov/visa/temp/types/types_1268.html

I-9 Processing- Proof of Citizenship or Authorization to Study and Work in the US

Federal law requires that all persons provide evidence of U.S. citizenship or, if you are a non-citizen, evidence of authorization to work in the United States. Temple University requires that Form I-9 be completed **in person** at Temple University **before** beginning employment with the University. If you are a citizen, lawful permanent resident, or non-resident alien, you must complete the I-9. To view the form and instructions on what documents you will need to bring to complete the I-9 form, visit the Department of Justice's website at <http://www.ins.usdoj.gov/graphics/formsfee/forms/files/i-9.pdf>.

Temple University is unable to pay any portion of a stipend before you have completed the I-9 and other required forms. If you are on a non-immigrant visa and work prior to your official start date, such work may be considered "unauthorized employment" by the Immigration and Naturalization Work Act, and be considered a violation of status.

Graduate Teaching and Research Assistantships

Graduate assistantships are awarded to incoming students who have outstanding academic backgrounds. The assistantships are not fellowships or scholarships and require that students who are awarded these assistantships provide 20 hours per week of teaching and/or research support to the faculty of the Fox School of Business. From our perspective we are investing in you and your future.

Each assistantship is renewable for a maximum of 4 years. It represents a substantial dollar expenditure on each assistantship. In order to be renewed, graduate assistantships must demonstrate their commitment to their total professional growth through solid academic performance and dedication to performing the duties of the GA. Assistantships will only be renewed if progress and performance warrant renewal.

Each assistantship provides a monthly stipend over the 9-month contract period. You are also provided with full tuition benefits as well as health benefits. The extent of tuition benefits is tied to the program requirements. Summer assistantships (research or teaching) may be offered as well.

Students who are on assistantships are required to complete employment forms such as:

- Acknowledgement of Confidential Information Policy
- Form W-4 (2009) Employee's Withholding Allowance Certificate – Department of the Treasury Internal Revenue Service
- Temple University Tax Compliance Notification Sheet (non – US citizens)
- Form I-9 Employment Eligibility Verification (Department of Homeland Security U.S.)

Citizenship and Immigration Services.)

You must complete the forms in the Ph.D. program office and please bring with you proper identification as listed on the Form I-9 instruction sheet *Lists of Acceptable Documents*. All first year, newly hired assistantships must comply. All forms must be completed in person along with proper identification. No copies of identification will be accepted. *No exceptions will be made.*

Health Insurance

If you have a full-time appointment for an entire academic year, Temple will contribute the premium required to pay for a 12-month Keystone Point of Service plan. If you hold less than a full-time appointment or an appointment for less than an entire academic year, Temple's contribution will be prorated accordingly. Current insurance plan options and rates can be found on the Human Resources website at www.temple.edu/hr/students.

If the amount contributed by Temple is not sufficient to fully pay the premiums for the plan you select, you will be responsible for any difference in premium. You will receive a bill from Independence Blue Cross for this differential and will be responsible for submitting payment directly to Independence Blue Cross. Temple's obligation to contribute is conditioned upon your maintaining your current award status. If you fail to maintain your current award status, Temple's contribution will be reduced pro rata for that period of time.

You may enroll in a plan online through the Independence Blue Cross website at: www.ibx.com/temple_students during the designated open enrollment period. After you accept the award and have completed all employment procedures, your subsidy will be credited.

For further assistance and questions about health benefits please contact Velda Fletcher-Jones, Student Benefits Specialist at 215-204-3325, Velda.fletcher-jones@temple.edu or contact the Benefits office via phone 215-204-1321.

Tuition Remission

Students who have assistantships, you will receive 100% tuition remission for your appointment during the academic year. This award may be used only for payment of your tuition for a course of study approved by your advisor and dean and cannot be converted to a cash award.

How to pay your bill using tuition remission:

1. Bring a copy of your award letter along with a completed Graduate Student Tuition Remission form to Ph.D. program office – Lisa Fitch, Assistant Director Student

Services. (Forms are located on line at www.temple.edu/bursar and in the Ph.D. Program office).

2. The forms will be reviewed and upon approval, the forms will be sent to the bursar's office. You may pick up a copy from the Ph.D. programs office upon request.

If you have any questions about your assistantship, please contact Ms. Lisa Fitch or Dr. William Aaronson.

Fox Association of Doctoral Students (FADS)

University faculty hold a 3-fold responsibility: teaching, research and service. Students must develop a sense early in their careers of what academic service is about. FADS will provide you with an opportunity to explore and experience service so that you are better able to participate fully in the academic life of the business school that employs you.

Your participation and engagement are expected.

Program Advisors & Student Services

The Doctoral Programs Office is the home for student services. Ms. Lisa Fitch is the Assistant Director for Student Services and can be found in 336 Alter Hall. The Graduate School also provides student services and can be found in 501 Carnell Hall. Please check with the Fox Doctoral Programs Office before seeking assistance from the Graduate School

Cochran Center for Research & Doctoral Programs

Dr. William Aaronson
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william.aaronson@temple.edu

Ms. Lisa Fitch
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Student Services
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Ms. Julie Fesenmaier
Associate Director
Research & Sponsored Projects
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Doctoral Student Ombudsperson
Ms. Janine Black
jblack@temple.edu

Concentration Advisors / Coordinators

ACCOUNTING	Dr. Jagannathan Krishnan Alter Hall 456 Tel 215-204-8126 krish@temple.edu
FINANCE	Dr. Connie Mao Alter Hall 416 Tel 215-204-4895 cmao@temple.edu
INTERNATIONAL BUSINESS	Dr. J. Jay Choi Alter Hall 417 Tel 215-204-5084 jjchoi@temple.edu
MANAGEMENT INFORMATION SYSTEMS	Dr. Youngjin Yoo Speakman Hall 209G Tel 215-204-3058 Youngjin.Yoo@temple.edu
MARKETING	Dr. Terence Oliva Alter Hall 525 Tel 215-204-8150 oliva@temple.edu
RISK MANAGEMENT & INSURANCE	Dr. J. David Cummins Alter Hall 617 Tel 215-204-8468 cummins@temple.edu
STRATEGIC MANAGEMENT	Dr. Arun Kumaraswamy Alter Hall 545 Tel 215-204-6876 akumaras@temple.edu
TOURISM & SPORT	Dr. Daniel Fesenmaier Speakman Hall 300 Tel 215-204-5611 drfez@temple.edu

Student Curriculum Planning Guide

**** Students must take a minimum of 3 (or 4 to accelerate) courses each semester. The proseminar course is taken as a fourth course in either the first or second semester of year 1. Students may take 4 courses per term and as a result complete all coursework in 2 academic years. Under no circumstances will a student be allowed to take more than 4 courses per semester or exceed a total of 48 credits fulfilling all curricular requirements. Plan your curriculum under the careful direction of your mentors and advisors, and the Cochran Center for Doctoral Programs. You may select courses from other colleges / schools at Temple with the permission of the Ph.D. Program Director and your concentration coordinator / advisor.

Fall Year 1	Spring Year 1
<ul style="list-style-type: none"> • Concentration proseminar (2 semesters) • Stat 8001 Probability Theory • BA 9103 Theory of Choice <p>Either:</p> <ul style="list-style-type: none"> • BA 9105 Business Econometrics I <p>/or/</p> <ul style="list-style-type: none"> • BA 9002 Philosophy of Science 	<ul style="list-style-type: none"> • BA 9001 – Organization and Management Theory (or fall year 2) • BA 9104 – Game Theory • BA 9108 – Capital Markets Research • BA 9106 – Econometric Analysis II (yet to be developed) • BA 9201 - Quantitative Methods in Business Research • Stat 8113- Statistical Methods Bus Research II (<i>renamed: Multivariate Analysis</i>)
<ul style="list-style-type: none"> • Concentration course (2 concentration courses if 4th course is taken) • Elective course • BA 9105 Business Econometrics I • BA 9002 Philosophy of Science • BA 9301 Financial Economics (yet to be developed) • Stat 8108 – Advanced Multivariate Analysis • BA 9202 – Qualitative Research Methods and Theory Building (yet to be developed) 	<ul style="list-style-type: none"> • Concentration course • Elective course • BA 9104 – Game Theory • BA 9106 – Econometric Analysis II • BA 9108 – Capital Markets Research • BA 9205 – Information Economics
<ul style="list-style-type: none"> • Concentration course • Elective course • Repeat Theory/Methods electives from F Year 2 	Preliminary Exams / Dissertation Stage