



Graduate Student

Handbook

2009-2010



Welcome to our PhD program! If you have any questions, comments or suggestions regarding the information in this handbook, please let us know.



We look forward to a positive working relationship with you as you progress through our program.

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Contacts, Links & Administrative Info

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For questions or information concerning

Office Administration

- Admissions
- Classrooms
- Computer work orders
- Office keys
- Office supplies
- Payroll
- Teaching:
 - Classrooms
 - Computer equipment
 - Textbook orders
- Travel

PhD Program

- Advising & guidance
- Grad Assistant assignments
- Grad Student Handbook
- Issues with instructors
- Financial issues
- Teaching
- Teaching preferences

MANAGEMENT DEPARTMENT FACULTY

- **Terry R. Adler** (tadler@nmsu.edu) 646.3328. Associate Professor. PhD University of Cincinnati. Policy & strategy; information systems, governance mechanisms, partnerships & collaborative networks
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- **Jim Bishop** (jbishop@nmsu.edu) 646.3096. Associate Professor. PhD Virginia Tech. Human resource management, employee safety, organizational behavior; work teams, research methodology
- **David M. Boje** (dboje@nmsu.edu) 646.2391. Professor. PhD University of Illinois. Critical postmodern studies; storytelling; ethnography; content analysis; deconstruction; rhetorical analysis; Editor, *TAMARA: Journal of Critical Postmodern Organization Science*; Past editor *Journal of Organizational Change Management*
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- **Steven M. Elias** (selias@nmsu.edu) 646.7642. Associate Professor and PhD Program Director. PhD Colorado State University. Organizational behavior, organizational commitment, employee personality, social power and influence, male sexism in the workplace

MANAGEMENT DEPARTMENT FACULTY

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ACADEMY OF MANAGEMENT

online <http://www.aonline.org>

NEW

To teach or assist with online courses
-----Recommended in 1 st Year-----
NMSU Blackboard Training
To teach or assist with online courses
Training Schedule http://ict.nmsu.edu/%7Etraining/faculty_training_calendar.html
Register for "Blackboard CE 8 for GA/TA" http://ict.nmsu.edu/~training/registration/index.php
• This class is free. If it is not available, contact Dr. Elias about the department paying for one of the other WebCT classes.
Help, Support & Training http://www.nmsu.edu/~training/student/
Telephone: 575.646.5125 Fax: 575.646.2176 Email: training@nmsu.edu
Blackboard overview: http://www.blackboard.com

NMSU GRADUATE SCHOOL & GRADUATE STUDENT SERVICES

Staff http://gradschool.nmsu.edu/gradschool/gs_personnel.html)

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Information

- Assistantships/fellowships/funding http://gradschool.nmsu.edu/publications/GA_Guidelines/
- Deadlines <http://gradschool.nmsu.edu/deadlines/index.htm>
- Dissertation guidelines <http://gradschool.nmsu.edu/Guidelines/>
- **Health insurance benefit program** <http://hr.nmsu.edu/benefits/gradhealth/index.html>
- Tuition & fees <http://www.nmsu.edu/~uar/schecosts/schcosts.htm>
- **Workshops** <http://gradschool.nmsu.edu/workshops/index.htm>

Leave of Absence/Continuous Enrollment. Students working on advanced degrees who plan an interruption in studies for a calendar year should address a request or leave of absence through the Department Head to the Dean of the Graduate School. The request should include the beginning date & the anticipated ending date for the period of absence. A graduate student on leave of absence will be expected not to use university facilities & place no demands upon the university faculty & staff and, therefore, will pay no fees. Time spent in leave-of-absence status will not be counted toward time limits. A graduate student who fails to register for one calendar year without obtaining a leave of absence from the Graduate School will be considered withdrawn from the university.

Withdrawal from the Graduate School. Withdrawal from the New Mexico State University Graduate School is an official procedure that must be approved as indicated on the withdrawal form. The withdrawal process is initiated in the Office of the Registrar. Students who withdraw from the university prior to the last three weeks of classes will be assigned Withdrawal grades in all courses. Students who leave without following the official procedure will receive failing grades.

Administrative Policies & Procedures Manual

- Information such as policy on the use of human subjects in research <http://www.nmsu.edu/manual>

Student Code of Conduct

- <http://www.nmsu.edu/~vpsa/handbook.html> or
- <http://www.nmsu.edu/~vpsa/SCOC/disciplin.html>

GOALS

The PhD in Business Administration program is accredited by & designed according to the requirements of The Association to Advance Collegiate Schools of Business (AACSB) International. Our Management Concentration will provide you with advanced management-related theoretical, research & applied knowledge and skills. With this training, you will be equipped to pursue a successful career in academia, consulting and/or administration. You can expect to achieve the following goals:

1. Obtain a general theoretical grounding in the disciplines of business.
2. Acquire advanced knowledge in the management field & in your area of specialization: Organizational behavior, human resource management, operations management or strategy & policy.
3. Develop advanced quantitative & qualitative research skills.
4. Understand how your advanced knowledge & research skills apply in national and international contexts.
5. Develop oral & written communication skills necessary to communicate complex, theoretical information to researchers & management practitioners.
6. Develop teaching skills necessary to work in an academic environment.
7. Understand the ethics, values & integrity related to academic, non-academic & professional standards of conduct.
8. Obtain a position at an accredited academic institution or other professional organization.

STANDARDS OF SCHOLARSHIP, PRACTICE & CONDUCT

Detailed information is located in Appendices D and E. You are expected to apply yourself intensively to your coursework and maintain a grade point average of at least 3.0 in all courses in your major & minor or interest area. You are also expected to observe and maintain the highest academic, non-academic & professional standards of conduct. As part of our program, you will learn professional performance standards of practice. This includes:

1. Becoming a proficient teacher of specialty areas in your Management PhD concentration.
2. Conducting your relations with students, faculty, and colleagues in a professional & ethical manner.
3. Meeting professional standards of ethics.

ADVISEMENT

Initially, you will be advised by the Management Department's PhD Program Director. Although choosing a permanent advisor may occur sooner, once you have passed the qualifying process (end of the first year) and have a better sense of your plan of study, you will ask a faculty member to serve as your committee chair & advisor. Your advisor will discuss any problems or issues that may be of concern and is your primary support if you have difficulty in your academic program.

ASSISTANTSHIPS

There are different kinds of assistantships; however, most PhD-management students are on 12-month departmental assistantships. Graduate assistants are required to work 20 hours per week on teaching and/or research activities, with teaching given a priority. **Students on 12-month assistantships follow the academic calendar & work in the summer on both teaching & research.** Schedules are coordinated with the student's advisor, the PhD Program Director & the Management Department Head. Students who may need additional financial aid should contact the Graduate School as another source for external funding (<http://gradschool.nmsu.edu/fellowships/>) or <http://fastweb.monster.com/>.

Graduate Assistants must be enrolled in 9 graduate credits (courses numbered 450 & above) and no audited courses can be part of the 9 credits. Only 3 credits of S/U grading options can be part of the 9 credits. Students taking deficiency courses must have a memo approved by Associate Dean Vazquez if these are part of the 9 credits. Graduate Assistants work 20 hours per week throughout the calendar

year, are paid twice per month & receive the same holidays (plus Spring Break) as regular NMSU staff. See the Department secretary if you have any questions regarding work hours, pay or holiday schedules.

FINANCIAL AID

Academic Travel. Conference attendance is highly important to developing teachers & scholars in our department. Doctoral students may attend conferences for many reasons ranging from simply experiencing an academic conference in their early years in the program to presenting a paper they have (co-)authored later in their program. Students may also want to attend doctoral consortia, serve in a specific role at a conference, or take advantage of placement services offered by our top management associations. The Management Department supports its doctoral student requests to attend professional conferences; however, the department's limited funding means setting priorities.

Contingent on the availability of funds, the department may provide some funding for *one conference per year* for each student, with more funding being given for student paper presentations to the **national (annual)** meeting of one of the **primary** management associations affiliated with each of the specializations in our program. Regional conferences associated with these national management associations, and other conferences, will be funded at a lesser amount. Requests for funding beyond one national or regional conference will be considered by the Department Head & the doctoral Program Director on a case-by-case basis.

Use the Graduate School's "Travel Grant" form at <http://gradschool.nmsu.edu/forms/travel.pdf> for all travel requests. Please fill out & submit a travel request form to the department secretary *at least 2 months prior to the start of the conference, or immediately after hearing that a paper has been accepted for presentation.* For two or more conferences/fiscal year, students must exhaust any other available funds designated for their travel (such as from the Service Learning Institute) before requesting department funds. Other sources of funding for conference travel should be considered such as the College of Business Dean's office, professional associations, the Graduate School (see http://gradschool.nmsu.edu/gradschool/Conference_Travel_Award.html), or other sources. In order to apply & be considered for a Graduate School conference travel award, graduate students are required to attend one of the Graduate School's workshops on *Presenting Research at Professional Meetings*.

Other Student Financial Support. The following guidelines give department policy for funding various activities. Please contact the PhD Program Director, Management Department Head, or department secretary for guidance & information or if you have questions.

1. Research (DO NOT SPEND WITHOUT AUTHORIZATION). \$300 for PhD dissertation research. Students must complete a budget, have it signed by their advisor & submit it to the Management Department Head for approval. Student research funds are not guaranteed and are contingent on their availability.
2. Office supplies. General supplies are provided (e.g., pens, computer disks, paper, etc.). Please do your share to control costs so we can continue to do this.
3. Photocopies. Please contact the PhD Program Director and/or the department secretary if you have any questions regarding this policy. Although we cannot supply free copying services, we do cover copying required for teaching assistant assignments & materials (e.g., syllabi, exams, 1- to 2-page exercises) to be used in classes you teach (i.e., you are the instructor of record). Graduate students will be allowed 100 copies per month for academic purposes. Photocopies of journal articles & dissertation-related material (above the free 100 pages/month) will normally be considered personal use. Personal copies are 5¢ per page.
4. Business cards. Contingent upon funding, the department will pay for a set of 250 business cards after you pass your qualifying exam. This service is provided once.
5. Phone service. NMSU requires that you use your personal calling card for personal calls. Please help keep the department's phone costs down (currently \$10,000/year).

6. Postage. The department does not generally pay the cost of postage for graduate students. However, it may cover the cost of postage concerned with field research as part of the \$300 assistance for dissertation (e.g., mailing questionnaires), assuming such funding is made available.
7. See the Graduate School's link at <http://gradschool.nmsu.edu/gradschool/announcements.html> for more information on assistantships, fellowships & awards.

MANAGEMENT DEPARTMENT DOCTORAL TEACHING & RESEARCH AWARDS

Every year in September the department faculty selects two of our doctoral students to receive the Outstanding Teaching and Outstanding Research Awards based on the students' performance in our program over the previous academic year. The winner of each award receives an inscribed plaque noting their accomplishment and a \$100 prize. All students who were bona fide doctoral students in our program during the previous academic year are eligible for these awards. Previous winners are not eligible. The department sends a yearly announcement to all of our PhD students notifying them of the deadline & information requirements.

OVERVIEW OF PHD REQUIREMENTS*

Year 1

1. Full load of coursework (see Figure 1)
2. Annual progress review
3. Teach (as needed)
4. Qualifying exam

Year 3

1. Teach (sometime during Years 2-4)
2. Comprehensive exam
3. Dissertation proposal presentation
4. Annual progress review

Year 2

1. Full load of coursework (see Figure 1)
2. Teach (sometime during Years 2-4)
3. Application for Candidacy
4. Annual progress review

Year 4

1. Teach (sometime during Years 2-4)
2. Doctoral dissertation
3. Annual progress review
4. Note: **You must complete your dissertation within 5 years of passing the comprehensive exam.**

**See detailed checklists for each year in Appendix A.*

PhD Specializations

Consistent with AACSB guidelines, all PhD students develop excellent methodological, statistical & research skills within their core area of management. Normally this entails understanding the philosophy of science and completing both the quantitative and qualitative methods courses. Students are also expected to complete 12 credit hours in statistics.

An applicant must designate a major department (e.g., Management) on the back of the Application for Admission form to the Graduate School. In addition, within management, students develop expertise in an area of specialization. Within the field of management, students can develop a plan of study in one of these four specializations:

Organizational Behavior	Individual, group & organizational processes that influence behavior in organizations. As an applied behavioral science, organizational behavior attempts to understand & enhance individual & organizational effectiveness as well as the quality of human experiences in organized settings. Issues of special interest are leadership & motivation, job attitudes, stress & well-being, communication, & organizational change & development. Cross-cultural studies in these areas are emphasized.
Human Resource Management	Management of human resources in today's complex organizations. HRM faculty conduct research in many of the traditional HRM functional areas such as employee staffing, training & development, compensation systems, performance evaluation, and so on. We also consider newly emerging HRM issues such as legal implications, organizational diversity, international HRM, and the value added nature of contemporary HRM functions.
Operations Management	Designing & managing the operations function of business. Topics include operations strategy, total quality management, supply chain management, service operations management, technology management, E-commerce, E-purchasing & quantitative methods.
Strategy & Policy	Issues of concern to an organization's top management in choosing & charting a path toward sustainable competitive advantage & superior performance. Roles & problems of top management teams, strategy formulation & implementation, competitive dynamics, the effective management of strategic change, as well as strategic processes such as decision making, resource allocation, entrepreneurship & the creation and management of new businesses. It also allows for a focus on the relationships between the corporation and its political, economic & social environments including social responsibility issues.

PhD Minor/Interest Area

A supporting area may be formally specified as a "minor" or "interest area." The supporting area should enhance your teaching and research capabilities and provide a competitive advantage for future job opportunities. A minor or interest area may be chosen after admission, in consultation with the PhD Program Director or faculty advisor. You are encouraged to develop a supporting area that complements your chosen specialization.

- **Minor:** Consists of 12 credit hours of coursework in a departmental area within or outside the College of Business (e.g., statistics, psychology, marketing, etc.) The affiliated department must offer a minor in that area.
- **Interest Area:** Consists of 9 credit hours of coursework in a defined field of study (e.g., international leadership, research methods, international management, etc.). Courses for an interest area can be combined from different departments within or outside of the College of Business.

PROCESSES

&

PAPERWORK

ANNUAL PROGRESS REVIEW

In the Spring of each year there will be a review and evaluation of your grades; research and/or teaching assignments; your self-assessment of progress; academic, non-academic & professional conduct; and a *Program of Study & Committee for Doctoral Students*. All students receive an annual progress review, which continues until their dissertation is completed & they have graduated from the program. In most cases it is not necessary for you to attend this meeting after you have passed the qualifying process; we will let you know if we want you to attend. Your faculty advisor will give you feedback on the progress review results.

In the past we have used these decision & evaluative categories for annual progress reviews:

1. Student's performance in the program.
2. Overall evaluation of progress toward completion of the PhD.

These standards are used for annual progress reviews:

1. The Graduate School requires students to maintain a 3.0 GPA through the course of their graduate studies.
2. Students who receive a *C* or *D* grade in a required Management or required Statistics class will be required to repeat the class and the counseling process will be implemented by the PhD Director (see Appendix E). Students who receive a second *C* or *D* grade in a required Management or required Statistics class will be required to repeat the class & the counseling process will continue to be implemented. Students who receive a third *C* or *D* grade in a required Management or required Statistics class will be dismissed from the program. Probationary status for two consecutive semesters will result in dismissal from the program. When progress towards completion is not being achieved, the faculty will suggest changes the student can implement or, in more extreme cases, ask the student to withdraw from or reapply to the program.
3. Students who receive a grade of *F* in a required Management or required Statistics class will be dismissed from the program.
4. Students whose grade point average at the close of any term is less than 3.0 will be put on probation & the counseling process will be implemented.
5. Students who do not meet professional standards of practice will be placed on probation & the counseling process will be implemented (see Appendix D; Professional Conduct).

Annual Progress and Graduate Assistantships

1. Upon receiving a total of two *C* or *D* grades in a required Management or required Statistics class, a student will have his or her assistantship terminated. Students that have had their assistantship terminated may reapply in the next application cycle for new assistantship funding. The Department will then determine if the student will or will not receive new funding.
2. Students that receive an unacceptable rating on their semester assistantship evaluation form will have their assistantship terminated. Students that have had their assistantship terminated may reapply in the next application cycle for new assistantship funding. The Department will then determine if the student will or will not receive new funding.

Annual Progress Review Procedure

Submit your annual progress review package to the Management Department PhD Program Director.

The review package consists of:

1. **NMSU Graduate School form:** *Program of Study & Committee for Doctoral Students* (POS). (Tentative until formally filed during the second year when you apply for candidacy.)
 - a. Itemize courses, credit hours, grades
 - b. Major: Management
 - c. Specialization: Human resources, operations management, organizational behavior or strategy & policy
 - d. Minor or interest area
 - e. Doctoral advisor & committee
2. **A summary of your work** as a teaching or research assistant for the past year &
 - a. To whom you were assigned
 - b. Unofficial transcript

- c. Research and/or teaching assignments
- d. Teaching evaluations
- e. Your self-assessment of progress
- f. Updated vita

Use this NMSU Graduate School Form

- *Program of Study and Committee for Doctoral Students*
 - **"Forms for Doctoral Students"** online at <http://gradschool.nmsu.edu/forms-index.html>

QUALIFYING EXAMINATION

During the end of the Spring term in your first year you will undertake a qualifying process which includes a discussion of your proposed specialization (human resources, strategy, etc.), minor or interest area, supporting coursework & proposed doctoral committee. The purpose of this exam is to:

- Direct and focus your plan of study
- Evaluate your first year of work
- Assess “fit” with the program

Qualifying Examination Procedure

Submit your qualifying exam portfolio one week prior to your exam date. Give copies to your advisor or the PhD Program Director, and to every Management Department faculty member including the Management Department Head. You are admitted to the doctoral program after successfully completing the qualifying examination.

The portfolio includes:

1. **Title page**
 - a. Qualifying Exam
 - b. Submitted to [*your advisor or to the PhD Program Director*]
 - c. Your Name
 - d. Date
2. **Statement of Purpose & Career Goals:** Specify your proposed field of study & your progress to date, including:
 - a. Major: Management.
 - b. Specialization: Human resources, operations management, organizational behavior or strategy & policy.
 - c. Minor or Interest Area.
 - d. Self-assessment of your progress toward your degree: Assistantships, teaching &/or research experiences.
3. **A 7 – 10 Page Writing Sample** (e.g., a doctoral seminar paper, a concept paper, a brief literature review, etc.)
 - a. This paper will be used to gauge your current writing ability.
4. **NMSU Graduate School Program of Study and Committee for Doctoral Students form :**
 - a. Do not submit the form to the Graduate School at this time; it is an informal submission to the Management Department for the qualifying exam.
 - b. Fill in the form by semester, including a list of core & elective courses, and grades received.
 - c. Propose a new advisor & doctoral committee members (with their permission).
5. **Your current/updated vita.**

Qualifying exams are conducted in the following manner:

1. You will present a summary statement to graduate faculty members who will ask questions about your proposed course of study, grades, coursework & course content. They may also inquire about research & teaching assignments.
2. After answering faculty questions, the student leaves the room. Faculty continues its discussions & decides whether to:
 - a. pass the student & admit the student to further work toward the doctorate
 - b. pass the student contingent upon specific criteria being met
 - c. not pass the student at that time but recommend a re-evaluation of the student's progress after the lapse of one semester or one year as specified by the committee
 - d. not pass the student & recommend removal from the program
3. The faculty calls you back into the meeting room & informs you of their decision.

Use this NMSU Graduate School Form

- *Program of Study and Committee for Doctoral Students*
 - “Forms for Doctoral Students” online at <http://gradschool.nmsu.edu/forms-index.html>

PROGRAM OF STUDY (POS)

A student who has completed 12 credits of graduate work beyond the master's degree or its equivalent, in residence at NMSU, and has successfully completed the qualifying examination, should file the *Program of Study and Committee for Doctoral Students* form (*Program of Study* or POS) for the doctorate before registering for additional courses. The form is available at Appendix B.

Before you can take the comprehensive exam, your POS has to be approved. Your program is subject to approval by the Management Department Head, the head of your minor department (if applicable), the College of Business Dean, and the Dean of the Graduate School.

Your POS should reflect a minimum of 30 graduate credits (from NMSU or other approved graduate programs) plus 18 dissertation credits. Our doctorate degree **must include** a Management specialization & a minor or interest area. **See Figure 1 footnotes for specific credit hour information.**

Complete the POS form in consultation with your advisor & members of your doctoral committee; include course numbers & titles of all courses you have taken (credit hours & grades), as well as proposed courses remaining in your Management specialization & minor or interest area.

Submit the POS form to the Management Department PhD Program Director & Department Head. Indicate your advisor & doctoral committee members. Your POS is subject to approval by the Management Department Head, the minor Department Head (if applicable), the College of Business Dean and the Dean of the Graduate School.

Making Changes to the Program of Study

Once the POS has been formally filed with the Graduate School, you can make changes by completing the POS Change Form. After conferring with your advisor or the Management Department PhD Program Director & getting their approval for your changes, you will need to submit the form to your minor Department Head, College of Business Dean and the Dean of the Graduate School for approval. The POS should be finalized before scheduling the written comprehensive exam.

Use these NMSU Graduate School Forms

- *Program of Study and Committee for Doctoral Students.*
 - “Forms for Doctoral Students” online at <http://gradschool.nmsu.edu/forms-index.html>
- *Change Form for Program of Study*
 - “Forms for Doctoral Students” online at <http://gradschool.nmsu.edu/forms-index.html>

DOCTORAL COMMITTEE

Your doctoral committee will be composed of:

- At least four members of the NMSU graduate faculty holding doctoral degrees.
 - Non-NMSU faculty may be approved by the Graduate School for the purpose of serving as a committee member for a particular student. Otherwise, non-NMSU faculty may serve in an advisory capacity to the student's doctoral committee. In either case, the student must demonstrate that the non-NMSU faculty member has the particular expertise needed to serve.
- Your committee chair must be from the Management Department.
 - In addition to the committee chair, at least one other member must be from a discipline within your major area (which may encompass more than one degree-granting department). Typically this is a Management Department faculty member.
- At least three committee members must be from doctoral-granting departments.
- One member of your committee may be from a related area of study. At least one but not more than two members of the committee must be from your minor or area of interest.
- One member of the committee must serve as the Graduate School Dean's representative. The Dean's representative can either be the member from the related area (see above), your minor area, or an independent member appointed by the Dean of the Graduate School, but must not be from the Management Department.

Making Changes to the Doctoral Committee

You may request a change to your doctoral committee under particular circumstances. Before a change is made (a Change Form for Program of Study is filed with the Graduate School), you must consult with your advisor, the Management PhD Program Director & the faculty members in question to obtain permission & approval for the change.

Use these NMSU Graduate School Forms

- *Program of Study and Committee for Doctoral Students.*
 - **"Forms for Doctoral Students"** online at <http://gradschool.nmsu.edu/forms-index.html>
- *Change Form for Program of Study.*
 - **"Forms for Doctoral Students"** online at <http://gradschool.nmsu.edu/forms-index.html>

COMPREHENSIVE EXAMINATION

You must complete your dissertation within 5 years of passing the comprehensive exam.

By the third year of the program you will have completed your course requirements & will be ready to show competency in your major & minor fields, as well as your preparedness to embark on dissertation research. A comprehensive exam (which is comprised of both written & oral exams) is given to assess your preparation for admission to candidacy for a doctoral degree. You also must have completed any remaining common body of knowledge MBA courses. You may take the comprehensive exam after satisfying the language requirements (where applicable), completing course work satisfying the Management Department & Graduate School requirements, & when your committee considers you to be prepared. You must be registered for 3 credits of graduate course work during the semester in which you take the exam.

If you take the comprehensive oral exam during Summer 1 or Summer 2, you must enroll for at least 1 credit for that term.

Comprehensive Examination Procedure

NOTE: Submit a *Program of Study* form to the Graduate School after you pass the qualifying exam & before your comprehensive exam.

You will prepare an extensive comprehensive exam reading list in consultation with your doctoral committee. This list serves as the study guide for the comprehensive exam. The comprehensive exam includes a closed-book exam as well as an oral exam covering your program of study. Other requirements will be determined by your committee.

Coordinate & schedule the written & oral exam dates in consultation with all committee members. The written exam is taken first. The oral exam is scheduled after the written exam is completed. The written & oral exams should be 2 weeks apart to accommodate committee member review & scheduling.

Exam results are reported to the Graduate School.

Upon recommendation of the committee & approval of the Graduate Dean, an applicant who fails the comprehensive exam may be

1. Granted a second examination after a lapse of at least one semester or
2. Terminated from the doctoral program.

Use this NMSU Graduate School Form

- *Doctorate of Philosophy Examination Form.*
 - “Forms for Doctoral Students” online at <http://gradschool.nmsu.edu/forms-index.html>

Submit the NMSU Graduate School *Doctorate of Philosophy Examination* form requesting this exam to the Management Department, which then forwards it to the Graduate School 2 weeks before the exam is taken.

WARNING!

Your signed & approved exam form MUST BE at the Graduate school 2 WEEKS PRIOR to your written exam date. PLEASE PLAN AHEAD & ALLOW TIME TO OBTAIN SIGNATURES.

**IF THE DEADLINE FOR FILING THIS FORM IS NOT MET,
THE GRADUATE SCHOOL WILL CANCEL YOUR EXAM.**

ADVANCEMENT TO CANDIDACY

You must complete your dissertation within 5 years of passing the comprehensive exam.

You will formally advance to candidacy upon successful completion of the comprehensive exam, the recommendation of the committee & the approval of the Graduate School Dean. Advancement to candidacy means that you have completed all of the requirements but your dissertation—you are “all but dissertation” (ABD) status.

You advance to candidacy upon meeting these three requirements:

1. Successful completion of the comprehensive exam.
2. Recommendation of your doctoral committee.
3. Approval of the Graduate School Dean.

Once you have advanced to candidacy you must enroll in MGT 700 (doctoral dissertation credits).

You should formally file the NMSU Graduate School form *Program of Study and Committee for Doctoral Students* (before registering for additional course work) when you have completed 12 credits (2 semesters) of graduate work beyond the master’s degree (or equivalent) in residence at NMSU and have successfully completed the qualifying exam. This procedure normally occurs during your 2nd year; however, you must file before completing your 3rd year of study. By filing an approved *Program of Study* and **passing the oral & written comprehensive exam**, you are advanced to candidacy.

Use this NMSU Graduate School Form

- *Program of Study and Committee for Doctoral Students*.
 - “Forms for Doctoral Students” online at <http://gradschool.nmsu.edu/forms-index.html>

DISSERTATION PROPOSAL & DISSERTATION

After successfully advancing to candidacy, you will move on to the dissertation process, the final stage of the PhD program. You will present & defend a dissertation proposal to your doctoral committee before proceeding with dissertation research.

- After passing the comprehensive exam, you must enroll in MGT 700 courses every semester while you are completing your dissertation.
 - Register for at least 3 credits of dissertation or graduate course work each semester until your dissertation is approved by the Graduate School & copies have been accepted by the binding section in Branson Library. According to the Graduate School, **“A student who fails to abide by this regulation will be considered withdrawn from the university and, in order to resume studies, must formally apply for readmission and satisfy the requirements in effect at time of reapplication.”**
- Sign up for MGT 700 courses during Summer 1 or Summer 2 only if you are completing comprehensive exams or defending your dissertation.

Dissertation Proposal Procedure

See **NMSU Dissertation Guidelines** at <http://gradschool.nmsu.edu/Guidelines/>

Dissertations display mastery of the literature of the subject field; present organized, coherent development of ideas with clear exposition of results; and provide a critical discussion of the limits & validity of the conclusions. Your dissertation will embody the results of your original research, ability in independent investigation and contribution to human knowledge.

Your dissertation proposal outlines what you intend to study in your dissertation. Usually, it represents the first three chapters of your dissertation (introduction, literature review & methodology). Once your proposal is completed, you will need to defend your proposal to your committee. After all the members of your committee have approved your proposal, you will begin conducting original research under their supervision.

You must complete a minimum of 9 credits of coursework after you pass the comprehensive exam & before you complete your dissertation. You may not register for dissertation credits (700) prior to successful completion of the **comprehensive** exam. Your dissertation preparation has to total at least 18 credits of courses numbered 700. The doctoral committee can impose additional requirements for courses numbered 700.

PhD Final Oral Dissertation Defense

Once a complete draft of your dissertation is written, you will be required to present an oral defense to your committee. Schedule the exam date (accommodating all committee member schedules) and submit the NMSU Graduate School *Doctorate of Philosophy Examination Form* requesting this exam to the Management Department, which then forwards it to the Graduate School 2 weeks before your scheduled defense date.

Use this NMSU Graduate School Form

- *Doctorate of Philosophy Examination Form*.
 - **“Forms for Doctoral Students”** online at <http://gradschool.nmsu.edu/forms-index.html>

Submit the NMSU Graduate School *Doctorate of Philosophy Examination Form* requesting this exam to the Management Department, which then forwards it to the Graduate School 2 weeks before the exam is taken.

WARNING!

Your signed & approved exam form MUST BE at the Graduate school 2 WEEKS PRIOR to your written exam date. PLEASE PLAN AHEAD & ALLOW TIME TO OBTAIN SIGNATURES.

**IF THE DEADLINE FOR FILING THIS FORM IS NOT MET,
THE GRADUATE SCHOOL WILL CANCEL YOUR EXAM.**

Figure 1. Overview of Requirements

SAMPLE Entry Sequence – Schedule Subject to Change			
	Fall Term	Spring Term	Benchmark
YEAR 1	Statistics I ⁽¹⁾ Mgt 660 Research Design Mgt 650 OB Seminar Mgt 601 Research in Mgt ⁽²⁾	Statistics II Mgt 661 Qualitative Methods Mgt 645 HRM Seminar Mgt 601 Research in Mgt	Annual Progress Review ⁽³⁾ Qualifying exam (Spring) ⁽⁴⁾
YEAR 2	Statistics III Mgt 655 Org Systems Choose Mgt 670 OM Seminar or Minor/elective	Statistics IV Mgt 640 Instructional Dev Seminar Choose Mgt 675 Strategy Seminar or Minor/elective	Annual Progress Review Program of study & doctoral committee approval ⁽⁵⁾
YEAR 3	Minor/elective <i>(Complete all courses required for minor or interest area)</i> Mgt 600-Research	Minor/elective <i>(Complete all courses required for minor or interest area)</i> Mgt 600-Research Prepare for comprehensive exam	Annual Progress Review Comprehensive exam <i>(end of 3rd year at the latest)</i> ⁽⁶⁾ Dissertation proposal presentation
YEAR 4	Doctoral Dissertation	Doctoral Dissertation	Doctoral Dissertation Annual Progress Review

1. **Statistics.** We recommend PSYC 507, 508, 509 & MKTG 630. Students may substitute equivalent ESTAT courses.

2. **MGT 601 Research in Mgt** is a 1-unit course required for students during the Fall & Spring semesters of their 1st year in the program.

3. **Annual Progress Review.** Conducted in Spring of each year to evaluate progress toward PhD & teaching.

4. **Qualifying Exam.** Includes statement of field of study & preliminary program.

5. **Program of Study.** 23 hours of required MGT courses: 601, 640, 645, 650, & 655 (Students must also take either 670 or 675), plus 660 & 661; 12 hours of statistics; 12 hours of electives (minor) or 9 hours electives (interest area) & 18 dissertation credits; e.g., **65 (with minor) or 62 (with interest area) for total credit hours.**

6. **Comprehensive Exam.** Closed-book written & oral exams.

APPENDIX A

Yearly Checklists

Full load of coursework Years 1-2

1. See Figure 1

Training

See **Appendix C—Training for Teaching**.

Contact & course information is at the beginning of this handbook.

1. **Recommended in 1st year:** NMSU “Blackboard for Graduate/Teaching Assistants”

Teaching (As needed)

You will receive a form from the department requesting your preferences. All PhD students must complete the form.

1. Order textbook. (See department secretary.)
2. Create syllabus. See department examples at <http://business.nmsu.edu/academics/management-gb/syllabi/>
3. Student evaluations of instructors are done on Blackboard at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results & provides you with a copy of the statistics & student comments.

Annual progress review

Summary of teaching or research assistantship for the past year

- Performance
- Progress

1. Submit the qualifying exam portfolio (see below) for your Annual Progress Review.

Qualifying exam

Don't submit Program of Study form to Graduate School at this time. This is an informal submission only to the Management Dept for the qualifying exam.

Faculty members ask questions about grades, coursework, course content, research & teaching assignments to:

- Direct/focus plan of study
- Evaluate 1st year of work
- Assess “fit” with program

1. Exam Portfolio:
 - a. Title page
 - b. Statement of Purpose & Career Goals
 - i. Major (MGT) & Specialization (HR, OM, OB, or Strategy)
 - ii. Minor or Interest Area
 - iii. Self-assessment of progress
 - c. 7 – 10 Page Literature Review From a Doctoral Seminar
 - d. NMSU Grad School form:*
Program of Study & Committee for Doctoral Students. Fill in the form by semester, including a list of core & elective courses and grades received. “**Forms for Doctoral Students**” online at <http://gradschool.nmsu.edu/forms-index.html>.
 - e. Propose an advisor (with his/her permission)*
 - f. Specify Doctoral Committee (with their permission)*
 - g. Vita
2. One week prior to exam, submit portfolio to (one copy to each person):
 - a. Management PhD Program Director
 - b. Management Department Head
 - c. All Management Department faculty

*Tentative until formal *Program of Study* is approved by Graduate School

Full load of coursework Years 1-2

1. See Figure 1

Training—If you have not received NMSU training for Banner or Blackboard, you will need to do it now.

See **Appendix C—Training for Teaching.**

Contact & course information is at the beginning of this handbook.

1. **MANDATORY:** NMSU UNO Banner training: “Faculty Banner Training”
2. **Recommended in 1st year:** NMSU “Blackboard for Graduate/Teaching Assistants”

Teaching (sometime during Years 2-4)

The Department Head (in conjunction with the PhD Program Dir.) assigns classes to instructors several months in advance of a semester

You will receive a form from the department requesting your preferences. All PhD students must complete the form

1. Order textbook. (See department secretary.)
2. Create syllabus. See department examples at <http://business.nmsu.edu/academics/management-gb/syllabi/>
3. Student evaluations of instructors are done on Blackboard at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results & provides you with a copy of the statistics & student comments.

Application for Candidacy

Requirements:

- Completed 12 credits beyond MBA
- Passed qualifying exam

POS Form must be filed before completing 3rd year of study

Subject to approval by Management Dept Head, minor dept head (if applicable), the College Dean & Dean of the Graduate School

Before registering for additional coursework:

1. Formal filing of NMSU Graduate School form *Program of Study & Committee for Doctoral Students*, in consultation with advisor & doctoral committee. “**Forms for Doctoral Students**” online at <http://gradschool.nmsu.edu/forms-index.html>
Specify:
 - a. Completed coursework
 - b. Proposed coursework
 - i. 30 graduate credits minimum
 - ii. 18 dissertation credits
 - c. Major concentration
 - d. Minor or Interest area
 - e. Advisor & doctoral committee members.
2. Submit form to Management PhD Program Director & Department Head
3. *Changes to Program of Study & Committee for Doctoral Students.* Use the Change Form for Program of Study to make any changes after formally filing the POS. “**Forms for Doctoral Students**” online at <http://gradschool.nmsu.edu/forms-index.html>.

Annual progress review

Summary of teaching or research assistantship for the past year

- Performance
- Progress

1. Submit an updated vita, any teaching evaluations & a copy of your NMSU Graduate School *Program of Study & Committee for Doctoral Students* form to the Management PhD Program Director. “**Forms for Doctoral Students**” online at <http://gradschool.nmsu.edu/forms-index.html>

NOTE: After a form has been signed by all parties, provide a copy to the Management Dept secretary.

Teaching

The Department Head (in conjunction with the PhD Program Dir.) assigns classes to instructors several months in advance of a semester.

You will receive a form from the department requesting your preferences. All PhD students must complete the form

1. Order textbook. (See department secretary.)
2. Create syllabus. See department examples at <http://business.nmsu.edu/academics/management-gb/syllabi/>
3. Student evaluations of instructors are done on Blackboard at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results & provides you with a copy of the statistics & student comments.

Comprehensive exam

Closed-book written & oral exams covering program of study. Other requirements will be determined by your committee

1. If you take the comprehensive oral exam during Summer 1 or Summer 2, you must enroll for at least 1 credit for that term.
2. Submit NMSU Graduate School *Doctorate of Philosophy Examination Form* to the Management Dept which will forward it to the Grad School within 10 working days before exam date. **"Forms for Doctoral Students"** online at <http://gradschool.nmsu.edu/forms-index.html>

Your signed & approved exam form MUST BE at the Graduate School 2 WEEKS PRIOR to your written exam date. PLAN AHEAD & ALLOW TIME TO OBTAIN SIGNATURES.*

Dissertation proposal presentation

You must complete your dissertation within 5 years of passing the comprehensive exam

1. Defend dissertation proposal to your dissertation committee before proceeding with dissertation research.
2. Requires approval of all committee members.

Annual progress review

Summary of teaching or research assistantship for the past year

- Performance
- Progress

1. Submit an updated vita, any teaching evaluations & a copy of your NMSU Graduate School *Program of Study & Committee for Doctoral Students* form to the Management PhD Program Director. **"Forms for Doctoral Students"** online at <http://gradschool.nmsu.edu/forms-index.html>

NOTE: After a form has been signed by all parties, provide a copy to the Management Dept secretary.

*** IF THE DEADLINE FOR FILING THIS FORM IS NOT MET, THE GRADUATE SCHOOL WILL CANCEL YOUR EXAM DATE.**

You must complete your dissertation within 5 years of passing the Comprehensive Exam

Teaching

The Department Head (in conjunction with the PhD Program Dir.) assigns classes to instructors several months in advance of a semester.

You will receive a form from the department requesting your preferences. All PhD students must complete the form

1. Order textbook. (See department secretary.)
2. Create syllabus. See department examples at <http://business.nmsu.edu/academics/management-gb/syllabi/>
3. Student evaluations of instructors are done on Blackboard at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results & provides you with a copy of the statistics & student comments.

Doctoral dissertation

NMSU Dissertation Guidelines at
<http://gradschool.nmsu.edu/Guidelines>

1. Register for dissertation units or a 700-level class.
2. Conduct original research under committee members' supervision.

Annual progress review

Summary of teaching or research assistantship for the past year

1. Performance
2. Progress

1. Submit an updated vita, any teaching evaluations & a copy of your NMSU Graduate School *Program of Study & Committee for Doctoral Students* form to the Management PhD Program Director.
"Forms for Doctoral Students" online at <http://gradschool.nmsu.edu/forms-index.html>.

PhD Final Oral Dissertation Defense

If you have not registered for dissertation credits or a class, you cannot walk in the graduation ceremony that semester.

Application for degree deadlines & fee payments occur early in the semester.

NMSU Dissertation Guidelines at
<http://gradschool.nmsu.edu/Guidelines>

1. Register for doctoral dissertation credits (700-level) class.
2. During the semester you expect to graduate & walk
 - a. Apply for degree & pay fees
 - b. Graduate School graduation deadlines online at <http://gradschool.nmsu.edu/deadlines/index.htm>
3. Submit NMSU Graduate School *Doctoral Exam* form to the Management Dept which will forward it to Grad School within 10 working days before exam date. "Forms for Doctoral Students" online at <http://gradschool.nmsu.edu/forms-index.html>.

**Your signed & approved exam form MUST BE at the Graduate School 2 WEEKS PRIOR to your written exam date.
PLAN AHEAD & ALLOW TIME TO OBTAIN SIGNATURES.***

Annual progress review

Summary of teaching or research assistantship for the past year

1. Performance
2. Progress

1. Submit NMSU Graduate School *Program of Study & Committee for Doctoral Students* form to the Management PhD Program Director. "Forms for Doctoral Students" online at <http://gradschool.nmsu.edu/forms-index.html>.

NOTE: After a form has been signed by all parties, provide a copy to the Management Dept secretary.

*** IF THE DEADLINE FOR FILING THIS FORM IS NOT MET, THE GRADUATE SCHOOL WILL CANCEL YOUR DEFENSE DATE.**

APPENDIX B

Graduate School Forms

All of the following forms are available at the Graduate School's website at <http://gradschool.nmsu.edu/forms-index.html> or by clicking on the name of the form below.

FORMS FOR PHD MANAGEMENT STUDENTS

- [Program of Study & Committee for Doctoral Students](#)
- [Change Form for Program of Study](#)
- [Doctoral Qualifying Examination Form](#)
- [Doctorate of Philosophy Examination Form](#)

FORMS FOR ALL DOCTORAL STUDENTS

- [Travel Grant Form](#)
- [Dissertation Intake Form](#)
- [Special Examination Fee Form](#)
- [Application for Degree \(Diploma\)](#)

NOTE: After a form has been signed by all parties, provide a copy to the Management Dept secretary.

APPENDIX C

Training for Teaching

NMSU Information & Communications Technology (ICT)

ICT <http://ict.nmsu.edu/> Real People at ICT <http://www.nmsu.edu/~training/contact.html>

Blackboard Training: *Blackboard for GA/TA*

RECOMMENDED IN 1ST YEAR

Provided only at the beginning of a semester as demand requires. The class is 7 hours. There are no prerequisites.

This particular class is free; however, if it is not available contact Dr. Elias about the department paying for you to attend one of the other WebCT classes.

You will learn how to:

- Add Blackboard tools & URLs
- Upload content
- Link content
- Add students
- Archive courses & gradebook
- Track students

- Training Schedule http://ict.nmsu.edu/%7Etraining/faculty_training_calendar.html
- Register for "Blackboard for GA/TA" <http://ict.nmsu.edu/~training/registration/index.php>

Help, Support & Training
<http://www.nmsu.edu/~training/student/>
Telephone: 505.646.5125
Fax: 505.646.2176
Email: training@nmsu.edu

We strongly recommend taking Blackboard training during your first year of the PhD program so that you will not have to learn it "on the fly" while assisting faculty or if you are assigned to teach an online course.

Blackboard is an educational support program used at NMSU for online courses and, at the instructor's discretion, in support of traditional, face-to-face courses. Blackboard is used to create, manage & deliver course content and materials online. The various modules contained in Blackboard allow instructors to upload & link content such as syllabi, handouts, PDFs, PowerPoint presentations, etc., and also to provide students with online tests, test grades, chat rooms, and much more. To read about Blackboard go to <http://www.blackboard.com>.

APPENDIX D

Academic Conduct

Academic Conduct. When standards of conduct are breached by violations such as plagiarism, cheating, non-disclosure or misrepresentation of academic credentials, fabrication of data, or other forms of academic misconduct, the procedures set forth in Appendix E will take effect (see also NMSU Student Code of Conduct & Guidelines for Preparing Thesis or Dissertation). The following standards apply (see **Academic Misconduct and Dishonesty** below for more information):

1. It is academically dishonest
 - a. & often illegal, to present someone else's ideas or writing as your own. Even short phrases or parts of sentences obtained from other sources need to be documented (i.e., with citations, footnotes or end notes, or a reference listing).
 - b. to submit your own previously written work for a current assignment.
 - c. to submit the same written work for more than one class without previous knowledge & permission of the instructors.
2. Upon request, you must produce your sources & preliminary work (notes, rough drafts, etc.) used to prepare written assignments.
3. Plagiarism of any kind constitutes grounds for failing a course & being terminated from the PhD program.
4. Academic misconduct includes
 - a. lack of classroom participation, inappropriate classroom behavior & failing to meet minimal expectations on preparations for class, completion of assigned written work & other assignments.
 - b. questionable behavior with clients in field projects, field agencies & professional colleagues, including faculty & fellow students.

Academic Misconduct and Dishonesty. As doctoral students, you are expected to adhere to the highest standards of academic conduct. Any violation of policies and standards in this realm is grounds for discipline, including immediate dismissal from doctoral studies.

Many people are unclear as to the meaning of academic honesty, plagiarism, citation, and other such issues. In its most basic form, plagiarism is taking undue credit for the work of others by implying that it is your own. Plagiarism is academic dishonesty, a form of poor scholarship, and may also involve legal difficulties such as copyright violation.

Plagiarism is not limited to the direct use of lengthy sections of another's words without proper citation and use of quotation marks. You can commit plagiarism by using another author's outline to present a body of knowledge if you don't cite the author's structuring system. If you write an outline that essentially follows some else's published work, you must cite the source for that outline or structure or plagiarism can be inferred.

Academic writing tends toward much higher standards against plagiarism than typically found in other aspects of life; as a scholar you are responsible for setting your personal standards as high as possible. Within academe, plagiarism is universally abhorred, and can easily lead to dismissal from a doctoral program or, later in your career, can lead to dismissal from an academic job and become a block to securing a future job. Academic misconduct is not to be taken lightly.

In the Management Department at NMSU, we define plagiarism as any act that claims authorship or credit for any form of creative input to a written or presentation work that uses the words, ideas, organization, underlying concepts, or other features of another author's work, without proper citation and credit being given to the author(s).

The most egregious form of plagiarism is to copy, verbatim, large amounts of another's written work, without citation or use of quotation marks. However, paraphrasing by changing a few words is not enough to warrant your claim of authorship, and is also plagiarism. Plagiarism occurs if you substantially rewrite a document, but fail to credit the source for underlying concepts and ideas. Submitting as your own work a paper which someone else wrote for you, whether done by them for pay or as a favor, is also an egregious form of plagiarism.

Academic misconduct can also apply to misusing your own previous work. Submitting a paper in a class as original, when it was actually written for and submitted in another class, is academic misconduct. When you write multiple papers on a similar topic, do not re-use sections like literature reviews, even though the source is your own work. An original work is just exactly that, original. This extends to the publication process; your work can only be presented once at a professional meeting, can only be published in one journal, and should never be submitted to more than one conference or journal at the same time. However, guidelines differ across conference disciplines; please check with your advisor before submitting papers.

Other forms of academic dishonesty are usually referred to as “cheating,” another serious act of academic misconduct subject to the same sanctions as plagiarism. Cheating includes copying the work of others on exams or other graded activities, use of unauthorized materials in completing exams or other graded activities (i.e., “cheat sheets” or unauthorized notes), assisting others to engage in such activities, unauthorized possession of exams prior to their administration, and so forth.

In our program an act of academic misconduct, at a minimum, will lead to an F in the course in which the action occurs. It is more likely that a student will be immediately dismissed from the doctoral program.

Authorship is also related to questions of academic integrity. As an author, you are responsible for the integrity of your work. Claim authorship only when you are certain that your co-authors uphold the same standards outlined in this policy.

When in doubt, consult academic sources such as the Publication Manual of the American Psychological Association, the Modern Languages Association, and other academic sources. Err in the direction of giving too much credit for the work of others, not of giving too little credit. You can also seek the advice of your course professor, academic advisor, or other faculty. And always remember that “unintentional” plagiarism is still plagiarism.

Non-Academic Conduct. You are expected to observe & maintain not only the highest academic standards of conduct but also high ethical & professional standards (see NMSU Student Code of Conduct). In some courses, particularly field & practice courses when adherence to Academy of Management (AoM) Code of Ethics is required, misconduct violations will negatively affect the student’s grade in that course & may result in counseling &, ultimately, dismissal from the PhD program.

Professional Conduct. The Department of Management is guided by NMSU, Academy of Management/Management Consultation Division (AoM/MCD) & the AACSB Codes of Ethics. Management PhD students are trained to understand & practice the professional codes of conduct to which members of our profession are held accountable. You are expected to be guided by these professional codes. In the event of academic or non-academic misconduct, students are held to the rules found in the NMSU Student Code of Conduct. The management profession explicitly emphasizes the following areas of curricula, professional conduct, teaching & research practices, as well as ethical standards our professional associations deem suitable in preparation for the role of professor. The following ethical standards apply to students, faculty & all those associated with the PhD Program:

1. Curriculum
 - a. Undergraduate & graduate curricula should include coverage of ethical & global issues; i.e., ethics is considered a matter of curriculum mastery. (AACSB)
 - b. Ethics is a professional standard. (AoM/MCD)
2. Preparation for Role of Professor
 - a. Members should address misunderstandings & conflicts with those directly involved & avoid speculative criticism that might damage the reputations of individuals or groups. When speaking or acting outside their university role, professors should avoid creating the impression that they are speaking or acting for their university and/or its administration. (AoM)
 - b. Graduate students should dispose of complimentary books requested from publishers in a manner that conforms to professional behavior; e.g., ordering complimentary textbooks from publishers for the sole purpose of profiting from selling them constitutes abuse of professional privilege. (AoM)
3. Teaching
 - a. Educators should have or develop expertise in the areas in which they teach. Effective teaching requires sufficient time for preparation, clear classroom communication, timely grading & a willingness to explain a student's grade. Educators should act as role models in their professional & personal relationships. (AoM)

- b. Students' right to privacy requires maintaining confidentiality of academic records & private communications unless disclosure is mandated by law, institutional policy or morally compelling purpose. Educators must avoid manipulation, coercion or exploitation of students (especially acts directed at securing monetary, ego or sexual gratification), & should demonstrate sensitivity to cultural/personal diversity by avoiding racial, sexual, religious or ethnic discrimination. (AoM)
 - c. Impartiality, objectivity & fairness are required in all dealings with students. Exams should be carefully prepared, & written work graded in an impartial manner. Educators should scrupulously avoid entering into any overly personal relationship or accepting any gift or favor that might influence, or appear to influence, an objective evaluation of a student's work. (AoM)
4. Professional
- a. Students & faculty are expected to
 - i. Meet the highest level of ethical standards with students, teaching institutions, colleagues, prospective clients & society. (AoM/MCD)
 - ii. Place the interests of clients ahead of our own & serve them with integrity, competence & independence. (AoM/MCD)
 - iii. Inform clients of relationships, circumstances, or interests that might influence our judgment or objectivity. (AoM/MCD)
 - b. Commitment to Professional Standards of Conduct: By this Code, the Academy provides ongoing ethical guidance for its members, who should work to raise membership consciousness of ethical responsibilities & encourage their acceptance. Members should notify appropriate Academy officers or committees of practices or actions by members which they feel may violate Academy regulations or general standards of ethical conduct. In this manner, the aspirational & educational goals of this code are served through discussion of the ethical dilemmas & values of our profession. (AoM)
5. Research
- a. It is the duty of Academy members to preserve & protect the privacy, dignity, well-being & freedom of research participants. This requires careful research design & informed consent of all participants. Risks & the possibility of harm to research participants must be carefully considered & minimized. (AoM)
 - b. NMSU's policy on the use of human subjects in research is covered in NMSU's Administrative Policies & Procedures Manual. These policies are strictly enforced by each college & the Graduate School.

APPENDIX E

Student Rights & Responsibilities

Student Rights & Responsibilities. You are expected to take significant responsibility for supporting & maintaining the Management Department's mission & purpose. Specific student rights & responsibilities within the department parallel NMSU's as well as those of our profession. Your rights include the following tenets:

1. Freedom of inquiry & freedom of expression are indispensable elements of academic life.
2. Thoughtful & reasoned search for truth can only be accomplished in an atmosphere free of coercion & intimidation.
3. Respect for the rights of others is essential.
4. Tolerance for differing opinions is a fundamental requirement of the open forum.
5. Neither violence nor the threat of violence has any place within the University.
6. Our department & its program remain free from discrimination because of age, ancestry, color, disability, gender, national origin, race, religion, sexual orientation or veteran's status.
 - a. Students with such concerns are directed to consult with the Management Department Head, the University Vice President for Student Affairs, or the University Director for Equal Employment Opportunity.
 - b. Complaints regarding discrimination or harassment may be filed with the EEO Director if attempts to rectify concerns are unsuccessful.
7. All members of the department, including PhD students, are free to participate in its governance.
 - a. PhD student participation can include recommending changes to the PhD program.
 - b. PhD students have a right to expect that their recommendations will receive an adequate hearing & a timely response.
8. Students are encouraged to express their opinions regarding decisions about the department's governance process. It is the right & responsibility of PhD students to utilize existing channels of participation, communication & appeal. However, individuals who disrupt normal department operations are in violation of University rules & civil codes & will be subject to all academic & civil penalties.
9. Students have the right to demonstrate or protest against any issue of importance to them, & the responsibility to do so in a manner that respects the freedom of non-protestors.

Counseling Process

The following procedures are used for students experiencing difficulties in academic or professional performance areas of the Management PhD program. Any step (1, 2 or 3) may be taken prior to or in lieu of each other; however, Step 1, 2 or 3 must be taken prior to implementing Step 4 unless the misconduct is particularly egregious.

Counseling begins immediately if the student receives a *C* grade or below in any graduate course or achieves less than a *B* average (3.0) for any semester. Course grades *S* (satisfactory) or *PR* (progress) are not counted in determining grade point averages.

Step 1: The counseling process is most effective when initiated as soon as difficulties are experienced or perceived since corrective action is preferable to termination from the program. Counseling may be initiated by a departmental faculty member, the student's advisor, a course instructor, or a doctoral committee member. The responsible faculty will discuss the problem with the student & work to arrive at a mutual solution, which will be confirmed in a memorandum to the student with a copy to the student's advisor & the PhD Program Director. The student is required to notify the advisor, the concerned faculty & PhD Program Director, of his/her follow-through actions.

Step 2: If problems continue or the initial problem is of a sufficiently serious nature the concerned faculty &/or student will consult with the student's advisor or PhD Program Director. Again, results will be given in writing to all parties.

Step 3: Should Steps 1 or 2 fail, the student's advisor will forward all relevant materials to the Management Department Head, with a recommendation for the student's continuance in or separation from the PhD Program. The student

will be notified of this action in writing, including the steps s/he can take to appeal. Termination from the PhD Program will automatically occur if the student is placed on probation for a second time.

Probation. The following conditions will result in probation:

1. Grade point average at the close of any term is less than 3.0. Counseling process will be implemented.
2. Receipt of a *C* or *D* grade in any required management or requires statistics course. Student will repeat the class.
3. Receipt of one *U* in a field practicum, or a grade of *No Progress* in MGT 700 dissertation credits.
4. Students who do not meet professional standards of practice. Counseling process will be implemented.

Dismissal from the PhD Program. The Department of Management faculty have the responsibility to terminate a student from the PhD program at any time if the student fails to maintain minimum standards in the PhD classroom, in teaching assistantship responsibilities or in academic, nonacademic, or professional performance standards of practice. The student will be notified of termination via certified mail from the Management Department. A student may be terminated from the PhD Program if one or more of the following occurs:

1. Probationary status for two consecutive semesters.
2. Three C or D grades in any required management or requires statistics course.
3. Falling below a cumulative GPA of 3.0 for two consecutive semesters.
4. Receipt of one *F* in any required management or requires statistics course.
5. Failure to comply with the NMSU Student Code of Conduct.
6. Serious violation of academic, non-academic or professional standards of conduct.
7. Step 3 of the counseling process results in recommendation for dismissal, accepted by the Department Head.

Reinstatement. Students may request to be re-evaluated after 1 year following termination by requesting reinstatement into the program, in writing, to the Management Department Head & PhD Program Director.

APPENDIX F

Receipt of Graduate Student Handbook

I have been issued a copy of the Management Department's *Graduate Student Handbook* & understand all information covered.

Student signature

Date

PhD Program Director
Management Department

Date

Student printed name *please write legibly*