



Graduate Student Handbook

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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Department of Management
College of Business

TABLE OF CONTENTS

| | |
|--|----|
| Mission | 2 |
| Contacts, Links & Administrative Info | 2 |
| Management Department Faculty | 2 |
| Helpful Links | 3 |
| NMSU Graduate School Information | 3 |
| Leave of Absence/Continuous Enrollment | 3 |
| Withdrawal from the Graduate School | 3 |
| Institutional Review Board | 3 |
| Student Handbook and Code of Conduct | 3 |
| Goals | 4 |
| Standards of Scholarship, Practice & Conduct | 4 |
| Advisement | 4 |
| Assistantships | 5 |
| Financial Assistance | 5 |
| Academic Travel | 5 |
| Use of Graduate School's "Travel Grant" Form for all travel requests | 5 |
| Other Student Financial Support | 5 |
| Management Department Doctoral Teaching & Research Awards | 6 |
| Overview of PhD Requirements | 6 |
| PhD Program Required Coursework | 7 |
| PhD Support & Background Courses | 7 |
| Processes & Paperwork | 8 |
| Annual Progress Review | 10 |
| Qualifying Examination | 11 |
| Program of Study (POS) | 12 |
| Doctoral Committee | 13 |
| Comprehensive Examination | 14 |
| Advancement to Candidacy | 15 |
| Dissertation Proposal & Dissertation | 16 |
| Figure 1: Overview of Requirements (Sample Schedule) | 17 |
| Appendix A: Yearly Checklists | 18 |
| Checklist – Year 1 | 19 |
| Checklist – Year 2 | 20 |
| Checklist – Year 3 | 21 |
| Checklist – Year 4 | 22 |
| Appendix B: List of Graduate School Forms | 23 |
| Appendix C: Training for Teaching | 24 |
| Appendix D: Academic Conduct | 25 |
| Academic Misconduct & Dishonesty | 25 |
| Non-Academic Conduct | 26 |
| Professional Conduct | 27 |
| Appendix E: Student Rights & Responsibilities | 28 |
| Counseling Process | 28 |
| Probation | 29 |
| Dismissal from the PhD Program | 29 |
| Reinstatement | 29 |
| Appendix F: Receipt of Graduate Student Handbook | 30 |

MISSION

To prepare researchers and educators who will shape business scholarship, practice, and pedagogy. Our program prepares candidates to understand the complexities of modern business while they develop a specialized area of expertise in management.

PURPOSE

Our PhD program, which is accredited by AACSB International—The Association to Advance Collegiate Schools of Business, accommodates the variety of our doctoral students' research and teaching interests within the field of management. From the moment students begin through successful completion of their dissertation, they work closely with our departmental faculty and other faculty throughout NMSU. Upon successful completion of the program, our students are well positioned to compete in the dynamic global marketplace.

CONTACTS, LINKS & ADMINISTRATIVE INFORMATION

Management Department Contacts

Adela Castro, Administrative Assistant

acastro@nmsu.edu | 575.646.1201

Office: BC 220

Admissions

Classrooms

Computer work orders

Office keys

Office supplies

Payroll

Teaching: (classrooms, computers, textbook orders)

Travel

Dr. William Smith, PhD Program Director

smith@nmsu.edu | 575.646.1422

Office: GU 206

Advising and guidance

Grad Assistant assignments

Grad Student Handbook

Issues with instructors

Financial issues

Teaching

Teaching preferences

Management Department Faculty (area code 575)

Terry R. Adler. tadler@nmsu.edu, 646.3328. Associate Professor. PhD: University of Cincinnati. Policy and strategy, information systems, governance mechanisms, partnerships and collaborative networks.

Philip G. Benson. pbenson@nmsu.edu, 644.5689. Professor. PhD: Colorado State University. Human resource management, compensation and staffing.

Jim Bishop. jbishop@nmsu.edu, 646.3096. Professor. PhD: Virginia Tech. Human resource management, employee safety, organizational behavior, work teams, research methodology, employee attachment.

David M. Boje. dboje@nmsu.edu, 646.2391. Professor. PhD: University of Illinois. Critical postmodern studies, storytelling, ethnography, content analysis, deconstruction, and rhetorical analysis, embodied restorying process for military service members and families, equine-assisted training for service members, and sustainability.

Carol Flinchbaugh. cflinch@nmsu.edu, 646.5764. Assistant Professor. PhD: University of Kansas. Human resource management, employee well-being, positive organizational scholarship, organizational behavior.

James Hoffman. jhoffman@nmsu.edu, 646.4083. Professor & Dean – College of Business. PhD: University of Nebraska-Lincoln. Entrepreneurship, family business, value creation and assessment and health organization management.

Minjoon Jun. minjun@nmsu.edu, 646.4987. Professor. PhD: Georgia State University. Supply chain management (SCM), e-commerce, quality management, service operations management and management information systems.

Carlo Mora. cmora@nmsu.edu, 646.1201. Interim Department Head; Professor. PhD: University of Toledo. E-commerce use, supply chain integration, and the use of Enterprise Systems software to teach integrated business processes.

Grace Ann Rosile. garosile@nmsu.edu, 646.5684. Professor. PhD: University of Pittsburgh. Storytelling and narrative research, ethics, indigenous ethics for business, and storytelling for ethics pedagogy, equine-assisted growth and learning to enhance leadership, communication, and teamwork.

William Smith. smith@nmsu.edu, 646.1422. Associate Professor; Management PhD Program Director. PhD: NMSU. CPA, Licensed State of New Mexico; CGMA. Organizational structures, firm performance, strategy, critical theory, financial analysis.

HELPFUL LINKS

COLLEGE OF BUSINESS (COB)

Department of Management website <http://business.nmsu.edu/departments/mgt>

Management PhD website <http://business.nmsu.edu/academics/graduate-programs/mgt-phd>

Scholarships, Assistantships & Financial Aid <http://business.nmsu.edu/students/other/scholarships>

NMSU

Graduate School <http://gradschool.nmsu.edu>

- Graduate Faculty <https://gradschool.nmsu.edu/graduate-faculty/>

- Fellowships & Grants <http://gradschool.nmsu.edu/fellowships/index.htm>

Financial aid & scholarships <http://fa.nmsu.edu>

Tuition, fees, and other expenses <http://uar.nmsu.edu/tuition-fees/tuition-rates>

Graduate health insurance program <http://benefits.nmsu.edu/insurance/grad-health>

Graduate Course Catalog <http://catalog.nmsu.edu>

Library <http://lib.nmsu.edu>

PROFESSIONAL ASSOCIATIONS

Academy of Management <http://aom.org>

Southern Management Association <https://southernmanagement.org>

OBTS Teaching Society for Management Educators <http://www.obts.org>

NMSU GRADUATE SCHOOL INFORMATION

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 and the anticipated ending date for the period of absence. A graduate student on leave of absence will be expected not to use university facilities and place no demands upon the university faculty and 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.

Institutional Review Board. Information and forms regarding policy on the use of human subjects in research <http://compliance.research.nmsu.edu/IRB>.

Student Handbook and Code of Conduct. <http://studenthandbook.nmsu.edu>.

GOALS

The PhD in Business Administration program is accredited by and 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 and 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:

Obtain a general theoretical grounding in the disciplines of business.

1. Students will obtain a strong general theoretical grounding in the discipline of business and more specifically acquire advanced knowledge in the field of management within their research area(s) of interest.
2. Students will develop advanced quantitative and qualitative research skills necessary to conduct studies, test, identify, diagnose and act on issues of interest in the field of management and in organizations, government and relevant social systems.
3. Students will understand how their advanced knowledge and research skills can be applied in national and international contexts and how their research will contribute to theory construction and development.
4. Students develop strong oral and written communication skills throughout their required seminars into their dissertation phase that are necessary to communicate complex, theoretical information to researchers and management practitioners.
5. Students develop critical teaching skills necessary to work in an academic environment. They teach various management department courses as the instructor of record throughout most of the program.
6. Students will understand the ethics, values and integrity related to academic, non-academic, and professional standards of conduct.
7. Upon successful completion, students should be able to 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 and minor or interest area. As doctoral students, you are expected to perform at a much higher level than the minimum GPA standard of 3.0. You are also expected to observe and maintain the highest academic, non-academic and 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 and 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 and 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 and report to work when faculty report to work and work in the summer on both teaching and research.** Schedules are coordinated with the student's advisor, the PhD Program Director and the Management Department Head. Students who may need additional financial aid should contact the Graduate School as another source for external funding ([Fellowships & Grants](#)).

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 an Associate Dean if these are part of the 9 credits. Graduate Assistants work 20 hours per week throughout the calendar year, are paid twice per month and receive the same holidays (plus spring break) as regular NMSU staff. Students work throughout the summer reporting for both summer sessions as well as working in the fall and spring semesters.

Should you need to be away from work for one or more days, you must notify both the Management Department Head and PhD Program director via email. If you are responsible for teaching a class, you must notify the Management Department Head in advance if you will be missing a class.

FINANCIAL ASSISTANCE

Academic Travel. Conference attendance is very important and highly encouraged in order for you to develop as a teacher and scholar. 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 research area interest within our program. Regional conferences associated with these national management associations, and other conferences, may be funded at a lesser amount. Requests for funding beyond one national or regional conference will be considered by the Department Head and the PhD Program Director on a case-by-case basis.

Use of Graduate School's "Travel Grant" form for all travel requests. Please fill out and submit the [Conference Travel Award 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 ([Conference Travel Awards](#)), or other sources. In order to apply and 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 and 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 and 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 and 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.
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 [Graduate School Award Announcements](#) for more information on assistantships, fellowships and 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 and information requirements.

OVERVIEW OF PHD REQUIREMENTS*

Year 1

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

Year 2

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

Year 3

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

Year 4

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

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

COURSES

Doctoral students should complete a Program of Study in consultation with their faculty mentor/advisor in the first year of the program. Each semester, students should receive their faculty advisors' approval before registering for classes to ensure that they are on track to complete their degree. There are a minimum of **36 credit hours** of graduate coursework required to complete a Ph.D. in Management. Doctoral students in Management complete courses in four areas:

A. Conceptual Foundation in Management (seminars in the Management Department - **15 credit hours**)

- MGT 645 Seminar in Human Resources Management (3 credits)
- MGT 650 Seminar in Organizational Behavior (3 credits)
- MGT 660 Research Design & Methodology (3 credits)
- MGT 670 Seminar in Operations Management (3 credits)
- MGT 675 Seminar in Strategic Management (3 credits)

B. Support PhD Level Seminars in Business Administration (minimum **6 credit hours**)

- MKTG 640 Measurement and Structural Equation Modeling (REQUIRED 3 credits)

Select one seminar from the following:

- MKTG 601 Marketing Strategy (3 credits)
- MKTG 620 Advertising Research (3 credits)
- MKTG 625 Consumer Behavior (3 credits)
- MKTG 670 Marketing Theory (3 credits)

C. Methods/Tools (minimum **12 credit hours**)

The Management Department recommends A ST 505, A ST 506, A ST 507 & A ST 555. Students may substitute equivalent courses listed below based on availability, area of concentration, or scheduling with approval by the faculty mentor.

- **Method 1 (required)**

A ST 505 Statistical Inference I (4 credits) OR
PSY 507 Quantitative Methods in Psychology I (3 credits)

- **Method 2 (required)**

A ST 506 Statistical Inference II (3 credits) OR
PSY 508 Quantitative Methods in Psychology II (3 credits)

- **Method 3 (required)**

A ST 507 Advanced Regression (3 credits) OR
PSY 509 Quant. Methods in Psych III: Multiple Regression and Correlation (3 credits)

- **Method 4 (required)**

A ST 555 Multivariate Analysis (3 credits) OR
MGT 598 Special Topics Qualitative Methods (3 credits)

- **Method 5 (elective)**

PSY 529 Methods in Social Psychology (3 credits) OR
SOC 550 Qualitative Research Methods (3 credits) OR
Any 500+ level course in research methods (3 credits) (with PhD committee approval)

- D. Support Graduate Courses** (minimum **3 credit hours**; maximum 6 credit hours, of graduate-level courses in consultation with the faculty advisor and approved by the doctoral committee). (Minimum one-time) Enrollment in MGT 600 – Doctoral Research (3 credits) falls under this section.

IMPORTANT NOTES:

- E. Background Courses**
Deficiencies will be determined at time of admission and may require additional course requirements in any/all of the following areas depending on academic and professional background:
- Managerial Accounting
 - Management/Organizational Theory
 - Operations Management
 - Financial Management
 - Marketing Management
 - Managerial Economics
- F. Dissertation Credits**
MGT 700 Dissertation Credit Hours. In addition to the 36 hours of coursework, each student must complete **18 dissertation credit hours (minimum)** to receive a Ph.D. degree.

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 your *Program of Study and Committee for Doctoral Students*. All students receive an annual progress review, which continues until their dissertation is completed and 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. Your faculty advisor will give you feedback on the progress review results. In the past we have used these decision and 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 and 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 and the counseling process will be implemented.
5. Students who do not meet professional standards of practice will be placed on probation and 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.

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 and 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. Research area: e. g. Human resources, operations management, organizational behavior or strategy and policy
 - d. Minor or support area
 - e. Doctoral advisor and committee
2. **A summary of your work** as a teaching or research assistant for the past year and
 - 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

- o *Program of Study and Committee for Doctoral Students* > [Forms for Doctoral Students](#)

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 research area of interest (human resources, strategy, etc.), minor or support area, supporting coursework and 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.

Procedure

Submit your qualifying exam portfolio one week prior to your exam date. Provide 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 and Career Goals:** Specify your proposed field of study and your progress to date, including:
 - a. Major: Management.
 - b. Research Interest Area: e. g. Human resources, operations management, organizational behavior or strategy and policy.
 - c. Minor or Support Area.
 - d. Self-assessment of your progress toward your degree: Assistantships, teaching and/or research experiences.
- 3. A 7-10 Page Writing Sample** (e.g., a doctoral seminar paper, a concept paper, a brief literature review, etc.). *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
 - b. Department for the qualifying exam.
 - c. Fill in the form by semester, including a list of core and elective courses, and grades received.
 - d. Propose a new advisor and 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 and course content. They may also inquire about research and teaching assignments.
2. After answering faculty questions, the student leaves the room. Faculty continues discussion and decides whether to:
 - a. pass the student and 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 and recommend removal from the program
3. The faculty calls you back into the meeting room and informs you of their decision.

Use this NMSU Graduate School Form

- *Program of Study and Committee for Doctoral Students* > [Forms for Doctoral Students](#)

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 must 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 the minimum of 36 graduate course credits as set forth in the program course structure plus 18 dissertation credits. Students are strongly encouraged to take any additional courses in support of their research and with the approval of their advisor and PhD Program Director. Any additional courses will not be allowed to substitute for the required minimum 36 credit hour course work as set forth in the program. **See Figure 1 footnotes for detailed credit hour information.**

Complete the POS form in consultation with your advisor and members of your doctoral committee; include course numbers and titles of all courses you have taken (credit hours and grades), as well as proposed courses remaining in your management research interest area and additional support area.

Submit the POS form to the Management Department PhD Program Director and Department Head. Indicate your advisor and 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.

Please note that if you were admitted to the program without a graduate business degree (i.e. MBA) then you were a provisional status and MUST complete additional MBA core equivalent courses in addition to the minimum required courses set forth in the doctoral program. Thus, the provisional classification is appropriate for a student who is admitted to the program but has not completed business courses necessary to meet the common body of knowledge (CBK) requirement. The CBK requirement may be satisfied by successfully completing the following set of courses (or equivalents) as determined by the PhD Program Director in consultation with the Management Department Head:

- ACCT 503
- ECON 503
- FIN 503
- MKTG 503
- MGT 502
- MGT 503

Making Changes to the Program of Study

Once the POS has been formally filed with the Graduate School, you can only make changes by completing the POS Change Form. After conferring with your advisor and the Management Department PhD Program Director and 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](#)
- *Change Form for Program of Study* > [Forms for Doctoral Students](#)

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 support.
- 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 and the faculty members in question to obtain permission and approval for the change.

Use these NMSU Graduate School Forms

- *Program of Study and Committee for Doctoral Students* > [Forms for Doctoral Students](#)
- *Change Form for Program of Study* > [Forms for Doctoral Students](#)

COMPREHENSIVE EXAMINATION

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

By the first semester of the third year of the program you will have completed your required courses and will be ready to show competency in your program of study and research interest area, as well as your preparedness to embark on dissertation research. A comprehensive exam (which is comprised of both written and oral exams) is given to assess your preparation for admission to candidacy for a doctoral degree. Additionally, you also must have completed any remaining common body of knowledge MBA courses. You may schedule the comprehensive exam in consultation with your advisor and committee members after completing course work satisfying the Management Department and Graduate School requirements and 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.

Procedure

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

You will be issued a laptop computer with no internet connection ability to be used for answering the comprehensive exam questions asked by your committee. All question answers will be saved to hard drive of the provided laptop computer. The laptop along with the questions will be provided at 8:00 am on the day of the exam and will be collected no later than 5:00 pm that same day. You will have the entire day available to answer the comprehensive exam questions; accordingly, you may want to bring your lunch and/or snacks as well as water and/or another beverage. You will be placed in a room most likely in the Business Complex building and will be subject to periodic scrutiny. Further, you will not be allowed any personal items, books, notes, thumb drives, backpacks, calculators, or cell phones. Please note that no cell phone or any smart device will be allowed. Should you need to make or receive a phone call during the duration of the exam, the department phone (575) 646-1201 must be used. If, for any reason, you must be available for a family member, for example, due to an emergency, then you must inform the department PRIOR to starting the exam in order to allow a rescheduling of the exam.

Coordinate and schedule the written and 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 and oral exams should be 2 weeks apart to accommodate committee member review and scheduling.

Exam results are reported to the Graduate School.

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

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

Use this NMSU Graduate School Form

- *Doctorate of Philosophy Examination Form* > [Forms for Doctoral Students](#)

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 and approved exam form MUST BE at the Graduate school 2 WEEKS PRIOR to your written exam date. PLEASE PLAN AHEAD and 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 and 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:

- Successful completion of the comprehensive exam.
- Recommendation of your doctoral committee.
- 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 and 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](#)

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 and 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 and 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 Thesis and Dissertation Guidelines <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 and 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 and 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 and 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](#)

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 and approved exam form MUST BE at the Graduate school 2 WEEKS PRIOR to your written exam date. PLEASE PLAN AHEAD and 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 | | | |
|--|---|--|---|
| Year | Fall Term | Spring Term | Benchmark |
| 1 | Statistics I ¹ MGT 650 OB Seminar MGT 660 Research Design | Statistics II MGT 645 HR Seminar Additional Coursework | Annual Progress Review ² Qualifying exam (Spring) ³ |
| 2 | Statistics III MGT 675 Strategy Seminar Additional Coursework | Statistics IV MGT 670 OM Seminar Additional Coursework | Annual Progress Review Program of study & doctoral committee approval ⁴ |
| 3 | MGT 600-Research Support Area Prepare for comprehensive exam ⁵ | MGT 700 Dissertation proposal presentation ⁶ | Annual Progress Review Comprehensive exam (Fall semester of 3rd year at the latest) ⁵ Student will have proposed dissertation to their committee by the end of Spring semester 3 rd year. |
| 4 | MGT 700 Doctoral Dissertation | MGT 700 Doctoral Dissertation | Annual Progress Review Student will have successfully defended dissertation to their committee by the end of Spring semester 4 th year. |

1. **Statistics.** We recommend ASTAT 505, 506, 507, 555. Students may substitute equivalent PSYC courses upon approval.

2. **Annual Progress Review.** Conducted in the spring semester of each year to evaluate progress toward PhD and teaching.

3. **Qualifying Exam.** Includes statement of field of study and preliminary program.

4. **Program of Study.** **15** hours of required MGT courses: 645, 650, 660, 670, 675; **12** hours of methods/statistics; **6** hours of support seminars; **3 (minimum)** MGT 600 research; e.g. **36** course hours (minimum) PLUS **18 (minimum)** dissertation credits.

5. **Comprehensive Exam.** Closed-book written and oral exams.

6. **Dissertation Proposal.** The student will formally present their dissertation proposal, which usually is comprised of the first three chapters of the dissertation. This is typically worked on throughout the summer after successful completion of the comprehensive exams and in coordination with the respective dissertation committee members.

APPENDIX A

YEARLY

CHECKLISTS

| | |
|---|--|
| Full load of coursework Years 1-2 | See Figure 1 |
| Training | 1. Recommended in 1 st year: NMSU “Blackboard for Graduate/Teaching Assistants” |
| See Appendix C—Training for Teaching. | |
| Contact and course information is at the beginning of this handbook. | See also Year 2 checklist #1 and #2 |
| Teaching (as needed) | 1. Order textbook. See department secretary. 2. Create syllabus. See department examples . 3. Student evaluations of instructors are done online Blackboard at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results and provides you with a copy of the statistics and student comments. |
| You will receive a form from the department requesting your preferences. All PhD students must complete the form. | |
| Annual progress review | 1. Submit the qualifying exam portfolio (see below) for your Annual Progress Review. |
| Summary of teaching or research assistantship for the past year: | |
| <ul style="list-style-type: none"> • Performance • Progress | |
| Qualifying exam | Exam Portfolio: |
| 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. | 1. Title page |
| Faculty members ask questions about grades, coursework, course content, research and teaching assignments to: | <ul style="list-style-type: none"> a. Statement of Purpose and Career Goals <ul style="list-style-type: none"> i. Major (MGT) and Research Interest Area (HR, OM, OB, or Strategy) ii. Minor or Support Area iii. Self-assessment of progress b. 7-10 page Literature Review From a Doctoral Seminar c. NMSU Grad School form <i>Program of Study and Committee for Doctoral Students</i>. Fill in the form by semester, including a list of core and elective courses and grades received. (Forms for Doctoral Students)* d. Propose an advisor (with his/her permission)* e. Specify Doctoral Committee (with their permission)* f. Vita |
| <ul style="list-style-type: none"> • Direct/focus plan of study • Evaluate 1st year of work • Assess “fit” with program | 2. One week prior to exam, submit portfolio to (one copy to each person): |
| | <ul style="list-style-type: none"> • Management PhD Program Director • Management Department Head • All Management Department faculty |

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

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

Full load of coursework Years 1-2

See Figure 1

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

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

See Appendix C, Training for Teaching.

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

Teaching (sometime during Years 2-4)

1. Order textbook. See department secretary.
2. Create syllabus. See [department examples](#).
3. Student evaluations of instructors are done online at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results and provides you with a copy of the statistics and student comments.

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.

Application for Candidacy

Before registering for additional coursework:

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 and Dean of the Graduate School.

1. Formal filing of NMSU Graduate School form *Program of Study and Committee for Doctoral Students*, in consultation with advisor and doctoral committee. ([Forms for Doctoral Students](#)). Specify:
 - a. Completed coursework
 - b. Proposed coursework
 - c. 36 graduate credits minimum
 - d. 18 dissertation credits
 - e. Major concentration
 - f. Minor or support area
 - g. Advisor and doctoral committee members
2. Submit form to Management PhD Program Director and Department Head.
3. *Changes to Program of Study and 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](#)).

Annual progress review

Submit:

Summary of teaching or research assistantship for the past year:

- Performance
- Progress

- An updated vita;
- Any teaching evaluations;
- A copy of your NMSU Graduate School *Program of Study and Committee for Doctoral Students* form to the Management PhD Program Director. ([Forms for Doctoral Students](#))

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](#).
3. Student evaluations of instructors are done online at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results and provides you with a copy of the statistics and student comments.

Comprehensive exam

Closed-book written and 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](#)).

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

Dissertation proposal presentation

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

Annual progress review

Summary of teaching or research assistantship for the past year:

- Performance
- Progress

Defend dissertation proposal to your dissertation committee before proceeding with dissertation research.

- Requires approval of all committee members.

Submit:

- An updated vita,
- any teaching evaluations and
- a copy of your NMSU Graduate School *Program of Study and Committee for Doctoral Students* form to the Management PhD Program Director. ([Forms for Doctoral Students](#))

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](#).
3. Student evaluations of instructors are done online at the end of the semester. In order to retain student anonymity, the department creates the surveys, downloads the results and provides you with a copy of the statistics and student comments.

Doctoral dissertation

NMSU [Dissertation 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:

- Performance
- Progress

Submit:

- An updated vita,
- any teaching evaluations and
- a copy of your NMSU Graduate School *Program of Study and Committee for Doctoral Students* form to the Management PhD Program Director. ([Forms for Doctoral Students](#))

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 and fee payments occur early in the semester.

NMSU [Dissertation Guidelines](#)

1. Register for doctoral dissertation credits (700-level) class.
2. During the semester you expect to graduate and walk
 - a. Apply for degree and pay fees
 - b. Graduate School [graduation deadlines](#)
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](#))

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

Annual progress review

Summary of teaching or research assistantship for the past year:

- Performance
- Progress

Submit NMSU Graduate School *Program of Study and Committee for Doctoral Students* form to the Management PhD Program Director. ([Forms for Doctoral Students](#))

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

LIST OF GRADUATE SCHOOL FORMS

Forms for Management Ph.D. Students

These forms are available at the Graduate School's website at <http://gradschool.nmsu.edu/forms/forms.html>.

Program of Study and Committee for Doctoral Students

Change Form for Program of Study

Doctoral Qualifying Examination Form

Doctorate of Philosophy Examination Form

Forms for all Doctoral Students

These forms are available on various webpages at the Grad School's website at <http://gradschool.nmsu.edu>.

[Conference Travel Award](#)

[Dissertation Intake Form](#)

[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>

Canvas Training for TAs/GAs

On-campus training sessions are held different times of the year by Academic Technology.

There are also many on-demand videos and other online training tools available at:

<http://learning.nmsu.edu/recorded-workshops>

RECOMMENDED IN 1ST YEAR

You will learn how to:

- Develop and navigate a course site.
- Upload and link content.
- Add and manage students and course participants.
- Utilize assignments and discussion tools.
- Manage grades via an online gradebook.

We strongly recommend taking Canvas 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.

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 and 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. and 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 and permission of the instructors.
2. Upon request, you must produce your sources and preliminary work (notes, rough drafts, etc.) used to prepare written assignments.
3. Plagiarism of any kind constitutes grounds for failing a course and being terminated from the PhD program.
4. Academic misconduct includes
 - a. lack of classroom participation, inappropriate classroom behavior and failing to meet minimal expectations on preparations for class, completion of assigned written work and other assignments.
 - b. questionable behavior with clients in field projects, field agencies and professional colleagues, including faculty and 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 and maintain not only the highest academic standards of conduct but also high ethical and professional standards (see NMSU Student Code of Conduct). In some courses, particularly field and 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 and may result in counseling and, ultimately, dismissal from the PhD program.

Professional Conduct. The Department of Management is guided by NMSU, Academy of Management/Management Consultation Division (AoM/MCD) and the AACSB Codes of Ethics. Management PhD students are trained to understand and 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 and 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 and all those associated with the PhD Program:

1. Curriculum
 - a. Undergraduate and graduate curricula should include coverage of ethical and 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 and conflicts with those directly involved and 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 and a willingness to explain a student's grade. Educators should act as role models in their professional and personal relationships. (AoM)

- b. Students' right to privacy requires maintaining confidentiality of academic records and 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), and should demonstrate sensitivity to cultural/personal diversity by avoiding racial, sexual, religious or ethnic discrimination. (AoM)
 - c. Impartiality, objectivity and fairness are required in all dealings with students. Exams should be carefully prepared, and 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 and faculty are expected to
 - i. Meet the highest level of ethical standards with students, teaching institutions, colleagues, prospective clients and society. (AoM/MCD)
 - ii. Place the interests of clients ahead of our own and serve them with integrity, competence and 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 and 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 and educational goals of this code are served through discussion of the ethical dilemmas and values of our profession. (AoM)
5. Research
- a. It is the duty of Academy members to preserve and protect the privacy, dignity, well-being and freedom of research participants. This requires careful research design and informed consent of all participants. Risks and the possibility of harm to research participants must be carefully considered and minimized. (AoM)
 - b. NMSU's policy on the use of human subjects in research is covered in NMSU's Administrative Policies and Procedures Manual. These policies are strictly enforced by each college and the Graduate School.

APPENDIX E

STUDENT RIGHTS & RESPONSIBILITIES

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

1. Freedom of inquiry and freedom of expression are indispensable elements of academic life.
2. Thoughtful and reasoned search for truth can only be accomplished in an atmosphere free of coercion and 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 and 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 and a timely response.
8. Students are encouraged to express their opinions regarding decisions about the department's governance process. It is the right and responsibility of PhD students to utilize existing channels of participation, communication and appeal. However, individuals who disrupt normal department operations are in violation of University rules and civil codes and will be subject to all academic and civil penalties.
9. Students have the right to demonstrate or protest against any issue of importance to them, and 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 or 2 must be taken prior to implementing Step 3 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 and 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 and the PhD Program Director. The student is required to notify the advisor, the concerned faculty and 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 and/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:

- Grade point average at the close of any term is less than 3.0. Counseling process will be implemented.
- Receipt of a *C* or *D* grade in any required management or requires statistics course. Student will repeat the class.
- Receipt of one *U* in a field practicum, or a grade of *No Progress* in MGT 700 dissertation credits.
- 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:

- Probationary status for two consecutive semesters.
- Three C or D grades in any required management or requires statistics course.
- Falling below a cumulative GPA of 3.0 for two consecutive semesters.
- Receipt of one *F* in any required management or requires statistics course.
- Failure to comply with the NMSU Student Code of Conduct.
- Serious violation of academic, non-academic or professional standards of conduct.
- 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 and PhD Program Director.

APPENDIX F

RECEIPT OF GRADUATE STUDENT HANDBOOK

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

Student signature

Date

PhD Program Director
Management Department

Date

Student printed name *please write legibly*