



BE BOLD. Shape the Future.
College of Business

NMSU Management Department

Ph.D. Student Handbook

Welcome to the NMSU Management Department Ph.D. program! Our program is dedicated to the study of organizational behavior, human resources, strategy and policy, and operations management. The handbook provided here outlines the policies and procedures specific to the Management Department Ph.D. program, along with those established by the NMSU Graduate School. You can also access the handbook on the Management Department website at: <https://business.nmsu.edu/Ph.D.-management/index.html>.

Management Ph.D. students are required to familiarize themselves with the contents of the handbook. Acknowledgment of receipt of the handbook (see Appendix A Receipt of Management Ph.D. Student Handbook) is required. Students must submit their acknowledgment to the Ph.D. Program Director during the first semester of enrollment in the doctoral program.

Approved by the Management Graduate Faculty on August 20, 2024

Department of Management
College of Business

Table of Content

	Page(s)
SECTION 1 - PROGRAM OVERVIEW	
1.1 Mission	3
1.2 Purpose	3
1.3 Goals	3
1.4 Advisement	4
1.5 Program Time & Milestones	4
1.6 Contact	4
SECTION 2 – COURSEWORK	
2.1 Courses	5-6
2.2 Sample Course Schedule & Benchmark	7
SECTION 3 – TRAINING FOR TEACHING	
3.1 Teaching Academy	8
3.2 Academic Technology Support	8
3.3 Recommended for First Year	8
SECTION 4 – TRAINING FOR RESEARCH	
4.1 IRB Training on the Use of Human Subjects	9
4.2 Research Development	9
4.3 Standards of Scholarship Practice & Conduct	9
SECTION 5 – FINANCIAL SUPPORT	
5.1 Graduate Assistantship	10
5.2 Financial Assistance	10-11
SECTION 6 - PROCESSES AND PAPERWORK	
6.1 Annual Progress Review	12-13
6.2 Qualifying Examination	14-15
6.3 Degree Audit/Program of Study	16
6.4 Doctoral Committee	17
6.5 Comprehensive Examination	18-19
6.6 Advancement to Candidacy	20
6.7 Dissertation	21-22
SECTION 7 - OTHER POLICIES, STANDARDS & PROCEDURES	
7.1 Graduate School Policies & Procedures	23
7.2 Student Code of Conduct	23
7.3 Student Academic Misconduct	23
7.4 Student Conduct and Conflict Resolution	23
7.5 Student Rights & Responsibilities	23-24
7.6 Professional Conduct	24-25
SECTION 8 - APPENDICES	
Appendix A Receipt of Management Ph.D. Student Handbook	26
Appendix B Yearly Checklists	
Checklist Year 1	27
Checklist Year 2	28
Checklist Year 3	28
Checklist Year 4	30
Appendix C Academic Support Processes, Probation, Dismissal & Reinstatement	31-32
Appendix D Management Graduate Assistant Performance Planning and Evaluation Form	33-34
Appendix E Management Ph.D. Students Annual Progress Review Form	35-37

SECTION 1: PROGRAM OVERVIEW

1.1 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.

1.2 Purpose

Our Ph.D. 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 the successful completion of their dissertation, they work closely with our departmental faculty and other faculty throughout NMSU. Upon successfully completing the program, our students are well-positioned to compete in the dynamic global marketplace.

1.3 Goals

The Management Ph.D. program is accredited by and designed according to the requirements of The Association to Advance Collegiate Schools of Business (AACSB) International. Our program 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:

1. Students will obtain a strong general theoretical grounding in the field of management and, more specifically, acquire advanced knowledge 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.

1.4 Advisement

Initially, you will be advised by the Management Ph.D. 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.

1.5 Program Timeline & Milestones*

Year 1

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

Year 2

Full load of coursework
Teach
Annual progress review
Form Doctoral Committee

Year 3

Teach
Annual progress review
Comprehensive exam
Advancement to candidacy
Dissertation proposal

Year 4

Teach
Annual progress review
Ph.D. Final Oral Dissertation Defense**

*See detailed checklists for each year in Appendix B, Yearly Checklists.

** **Dissertation must be completed within 5 years of passing the comprehensive exam**

1.6 Contacts

<p>Savannah Bustamante Administrative Assistant 575.646.1201 Office: BC 220</p>	<p>Dr. Zixing Shen Ph.D. Program Director zshen@nmsu.edu 575.646.2815 Office: BC 329</p>
<p><u>Areas of Responsibility</u></p> <ul style="list-style-type: none"> • Classroom • Computer work order • Office keys • Office supplies • Payroll • Textbook order • Travel 	<p><u>Areas of Responsibility</u></p> <ul style="list-style-type: none"> • Advising and guidance • Graduate assistant assignment • Ph.D. student handbook • Ph.D. student annual progress review • Issues with instructors • Financial issues • Teaching (faculty mentor)

SECTION 2: COURSEWORK

To earn a Ph.D. in Management, students must successfully complete a minimum of 36 credit hours of graduate courses. Additionally, you are required to fulfill a minimum of 18 dissertation credit hours in order to receive the Ph.D. degree. You complete the coursework in four areas – required courses, support courses, common body knowledge courses (if applicable), and dissertation credits.

2.1 Courses

Required Courses

A. Conceptual Foundation in Management (15 credit hours)

Five seminars in the Management (**required**)

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

B. Support Ph.D. Level Seminars in Marketing (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 Ph.D. committee approval)

Support Courses

D. Support Graduate Courses (minimum **3 credit hours**; maximum 6 credit hours)

Graduate-level courses in consultation with the faculty advisor and approved by the doctoral committee). Enrollment in MGMT 600 – Doctoral Research (3 credits) falls under this section.

Students are strongly encouraged to take any additional courses in support of their research. Any additional courses will not be allowed to substitute for the required minimum 36 credit hour course work as set forth in the program.

Common Body of Knowledge Courses

E. Common Body Knowledge Courses

Please note that admission to the program without a graduate business degree, such as an MBA, places you on provisional status. To satisfy the common body of knowledge (CBK) requirement, you **MUST** complete the equivalents of MBA core classes in any/all of the following areas:

- Managerial Accounting
- Management/Organizational Theory
- Operations Management
- Financial Management
- Marketing Management
- Managerial Economics

Any deficiencies in the CBK will be identified at the time of admission by the Ph.D. Program Director, in consultation with the Head of the Management Department. Fulfillment of the CBK requirement can be achieved by successfully completing the following NMSU MBA courses (or equivalents):

- ACCT 503 Managerial Accounting
- ECON 503 Managerial Economics
- BFIN 503 Financial Management
- MGMT 502 Operations Management
- MGMT 503 Organizational Behavior/Management Processes
- MKTG 503 Marketing Management

Dissertation Credits

F. Dissertation Credits (minimum **18 credit hours**)

MGT 700 Dissertation Credit Hours. In addition to the 36 hours of coursework, each student must complete a **minimum of 18 dissertation credit hours** to receive a Ph.D. degree.

2.2 Sample Course Schedule* & Benchmark

* Subject to change

Each semester, students should receive their faculty advisors’ approval before registering for classes to ensure they are on track to complete their degree.

The Ph.D. Program Director acts as the Faculty Advisor prior to the Comprehensive Exam to guide the student through their initial stages of research and coursework. Following the Comprehensive Exam, the Doctoral Committee Chair will serve as the Faculty Advisor for dissertation research.

Year	Fall Semester	Spring Semester	Benchmark
1	Statistics I ¹ MGMT 650 OB Seminar MGMT 660 Research Design	Statistics II MGT 645 HR Seminar Additional Coursework	Annual Progress Review ² Qualifying Exam ³
2	Statistics III MGMT 675 Strategy Seminar Additional Coursework	Statistics IV MGMT 670 OM Seminar Additional Coursework	Annual Progress Review Approval of Program of study & doctoral committee form ⁴
3	MGT 600-Research Support Area Comprehensive Exam ⁵ Preparation	MGT 700 Dissertation Proposal Preparation	Annual Progress Review Comprehensive Exam Dissertation Proposal ⁶
4 ⁷	MGMT 700 Doctoral Dissertation	MGMT 700 Doctoral Dissertation	Annual Progress Review Dissertation Defense

1. Statistics. *We recommend A STAT 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 annual performance and progress toward the Ph.D. degree.*
3. Qualifying Exam. *Includes statement of field of study and preliminary program.*
4. Program of Study of Doctoral Committee. *Must be approved formally before taking Comprehensive Exam.*
5. Comprehensive Exam. *Includes 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 takes place after the successful completion of the comprehensive exams and in coordination with the respective dissertation committee members.*
7. **Final Year. Students are required to adhere to the current Collective Bargaining Agreement (CBA), accessible on the Graduate School website at <https://gradschool.nmsu.edu/ga-and-union/collective-bargaining-agreement.html> when registering for the minimum number of credit hours.**

SECTION 3: TRAINING FOR TEACHING

Doctoral students usually begin teaching in their second year and continue through their fourth year of the program. They may start teaching as early as their first year, depending on the needs of the Management Department. You will receive a form from the department requesting your teaching preferences. All Ph.D. students must complete the form. The Department Head (in conjunction with the Ph.D. Program Director) assigns classes to doctoral students several months in advance of a semester. Student evaluations of instructors are done online at the end of the semester. The department provides you with a copy of the student evaluation results.

3.1 Teaching Academy

Teaching Academy provides teaching training sessions throughout the academic year. It also offers on-demand videos and other online training tools. More information on Teaching Academy can be found at <https://teaching.nmsu.edu/>.

3.2 Academic Technology Support

Academic Technology offers support for learning technology and professional development. It assists instructors with using tools like Canvas, Zoom, Turnitin, Respondus, and more. For assistance, you can call (575) 646-5125 or email learning@nmsu.edu. More details are available at <https://learning.nmsu.edu/>.

3.3 Recommended for First Year

We strongly recommend taking Canvas training during your first year of the Ph.D. 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. 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 grade book

SECTION 4: TRAINING FOR RESEARCH

Research is the cornerstone of the Management PhD program. Research training provides management doctoral students with the skills and knowledge necessary to conduct rigorous and impactful research and is, therefore, an essential component of the doctoral journey. Students learn how to formulate research questions, design robust studies, collect and analyze data, and draw meaningful conclusions through coursework, workshops, seminars, and one-on-one guidance from faculty mentors.

4.1 IRB Training on the Use of Human Subjects

IRB (Internal Review Board) compliance training is required for all principal investigators, co-principal investigators, and faculty advisors who are engaged in research with human subjects. Information and forms regarding policy on the use of human subjects in research are available at the NMSU IRB site: <https://research.nmsu.edu/RIC/IRB/index.html>.

4.2 Research Development

Management doctoral students are expected to attend research presentations at the department level (e.g., doctoral oral defense and faculty talk) and research seminars at the college level (e.g., Brown Bag research series and Fulton Research Symposium) to gain research exposure. You are encouraged to participate in university-wide research activities (e.g., Research and Creativity Week) and present at academic conferences.

4.3 STANDARDS OF SCHOLARSHIP PRACTICE & CONDUCT

Students are required to review published standards of scholarship practice and conduct. You are expected to adhere to the principles and guidelines that govern the conduct of scholars, researchers, and students for the highest levels of honesty, transparency, and rigor in the pursuit of knowledge. The standards of scholarship practice and conduct are available at <https://studenthandbook.nmsu.edu/>

SECTION 5: FINANCIAL SUPPORT

5.1 Graduate Assistantship

Various types of assistantships are available, yet most management doctoral students are on departmental assistantships. Graduate assistants (GAs) are covered by a **12-month** contract, working in the fall, spring, and summer semesters. Graduate assistants are required to work **20 hours per week** on teaching and/or research assignments, with teaching given priority. All doctoral students are required to teach, usually starting in their second year of study. Schedules are coordinated with the Management Department Head, the Ph.D. Program Director and the student's advisor.

GA work policies are detailed in the current Collective Bargaining Agreement (CBA), accessible on the Graduate School website at <https://gradschool.nmsu.edu/ga-and-union/collective-bargaining-agreement.html>.

5.2 Financial Assistance

Department Support for 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 the 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 Ph.D. Program Director on a case-by-case basis.

“Travel Grant” for All Travel Requests. Conference Travel Awards are not funded by the Graduate School but by the Graduate Student Council (GSC) and/or ASNMSU. Please contact GSC and/or ASNMSU for more information about the possibility of travel funds. Please fill out and submit the Conference Travel Award form to the department administrative assistant **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 years, students must exhaust any other available funds designated for their travel 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, GSC, ASNMSU, or other sources. Please review funding opportunities on the Graduate School's Awards and Funding page:

<https://gradschool.nmsu.edu/scholarships-and-tuition/awards-and-funding.html>.

Graduate Student Council Fund. The Graduate Student Council can provide funding for Graduate Student Organizations (GSOs) to conduct events related to their research or meaningful campus activities. Detailed information is available at <https://gsc.nmsu.edu/>

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

1. Research (DO NOT SPEND WITHOUT AUTHORIZATION). \$300 for Ph.D. dissertation research, pending availability of funds. 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 department administrative assistant about the department policy on photocopies.
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 encourages you to use your personal cell phone or 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.
7. See Graduate School Award Announcements for more information on assistantships, fellowships, and awards.

SECTION 6: PROCESSES AND PAPERWORK

6.1 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, and academic, non-academic, and professional conduct. All students receive an annual progress review, which continues until their dissertation is completed and they have graduated from the program. The following categories are used for annual progress reviews:

1. Student's annual performance in the program.
2. Overall evaluation of progress toward completion of the Ph.D. degree.

Standards

These standards are used for annual progress reviews:

1. The Graduate School requires students to maintain a 3.0 grade point average (GPA) throughout the course of their graduate studies.
2. Students who receive a *C* or *D range* grade (e.g., C+, C, C-) in a required Management or required Statistics class will be required to repeat the class and the academic support process will be implemented by the Ph.D. Director (see Appendix C Academic Support Processes, Probation, Dismissal & Reinstatement). Students who receive a second *C* or *D range* grade in a required Management or required Statistics class will be required to repeat the class and the academic support process will continue to be implemented. Students who receive a third *C* or *D range* 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 GPA at the close of any term is less than 3.0 will be put on probation, and the academic support process will be implemented.
5. Students who do not meet professional standards of practice will be placed on probation, and the academic support process will be implemented (see Appendix C Academic Support Processes, Probation, Dismissal & Reinstatement).

Graduate Assistantships

1. Upon receiving a total of two *C* or *D range* grades in a required Management or required Statistics class, a student will have his or her assistantship terminated. Students who 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. Doctoral students on a graduate assistantship will undergo regular evaluations. These

evaluations are completed by the faculty member to whom the graduate assistant (GA) is assigned. For specific evaluation criteria and procedures, please refer to Appendix D, Management Graduate Assistant Performance and Evaluation Form. Students who receive an unacceptable rating on their semester assistantship evaluation form will have their assistantship terminated. Students who 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.

3. Assistant who has been assigned to work for you.

Procedure

1. Students submit the self-assessment to the Management Ph.D. Program Director. The self-assessment consists of:
 - A. Management Ph.D. Students Annual Progress Review Form** (Appendix E)
 - a. Itemize courses, credit hours, and grades
 - b. Major: Management
 - c. Research area: human resources, operations management, organizational behavior or strategy and policy
 - d. Minor or support area
 - e. Doctoral advisor and committee
 - B. A summary of your work** as a graduate assistant for the past year, which should include
 - a. To whom you were assigned
 - b. Research and/or teaching assignments
 - c. Unofficial transcript
 - d. Teaching evaluations
 - e. Your self-assessment of progress
 - f. Updated vita
2. Upon the receipt of the annual progress review package (i.e., the student self-assessment and the graduate assistant evaluation), the Ph.D. Program Director, in conjunction with the Management Department Head, will conduct the evaluation. If you do not meet the expectations in coursework and teaching and research assignments, the academic support process will be implemented, and disciplinary actions will be taken (see Appendix C Academic Support Processes, Probation, Dismissal & Reinstatement).

6.2 Qualifying Examination

Toward the end of your first year, you will undertake a qualifying process, which discusses your proposed research area of interest (human resources, operations management, organizational behavior or strategy and policy), 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

Qualifying Exam Portfolio: Submission

Students should submit their qualifying exam portfolio one week prior to their exam date to the Ph.D. Program Director or your advisor, and to **every Management Department faculty member**, including the Management Department Head, **at least one week** before the examination date. The portfolio includes:

1. **Title page**
 - a) Qualifying Exam
 - b) Submitted to [*your advisor or to the Ph.D. 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) Area of Concentration: 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 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. **Tentative Doctoral Committee**
 - a) Propose an advisor (i.e., doctoral committee chair) and doctoral committee members (with their permission).
5. **Your current/updated vita.**

Qualifying Exam Portfolio: Evaluation

Evaluation of Qualifying exams is conducted in the following manner:

1. The student will present a summary statement to all faculty members in the Management Department. The Management Faculty members will ask questions about your proposed course of study, grades, coursework, and course content. They may also inquire about your research and teaching assignments.
2. After answering faculty questions, the student leaves the room. The faculty continues the 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.

NMSU Graduate School Form to Use

- *Doctoral Qualifying Examination Form*

<https://eltnmsu.sharepoint.com/sites/GraduateSchoolForms/Forms/doctoral-forms/doctoral-qualifying-exam-form.pdf>

Note

- After the *Doctoral Qualifying Examination* form has been approved and signed by all parties, the student must provide a copy to the Management Ph.D. Program Director and Department administrative assistant.

6.3 Degree Audit/Program of Study

Students can use the STAR (Student Academic Requirements) degree audit system to keep track of their coursework and progress toward completing their Ph.D. degrees.

Degree audits can be performed through your myNMSU account or by this link:
<https://records.nmsu.edu/students/star-degree-audit.html>.

6.4 Doctoral Committee

Doctoral Committee Membership

The doctoral committee will comprise at least four graduate faculty members with doctoral degrees and current Graduate Faculty status. The following rules apply to the composition of the committee:

- The committee chair must be from a discipline within the student's major area.
- At least one additional member of the committee must also be from a discipline within the student's major area.
- If an approved minor is declared, at least one (but no more than two) members of the committee must be from the minor area.
- At least three committee members must be members of the graduate faculty and be from a doctorate-granting department.
- Only one member (current Graduate Faculty status) may be outside of the student's department.
- One member of the committee must serve as the dean's representative. The dean's representative may be one of the following
 - a member from the related area
 - a member from the minor area
 - an independent member not from the student's department that is appointed by the Dean of the Graduate School.
- 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.

6.5 Comprehensive Examination

By the first semester of the third year of the program, you should complete the required courses and demonstrate competency in your program of study and research interest area, indicating readiness for dissertation research. A comprehensive exam is administered to assess your preparation for admission to candidacy for a doctoral degree. You must be enrolled in a minimum of 3 credit hours of graduate coursework during the semester in which you take the exam.

You may schedule the comprehensive exam in consultation with your advisor and committee members after completing coursework, satisfying the Management Department and Graduate School requirements, and when your committee considers you to be prepared.

Develop Reading List

The student, in conjunction with the doctoral committee chair and members, will develop a reading list for the comprehensive examination. The reading list should:

- cover three required management seminars
 - including MGMT 660 Research Design & Methodology and two other seminars chosen by the student
 - including seminar course materials/reading list
- indicate two (2) to three (3) focus topic areas
 - including 50 to 90 articles

Request Exam to Graduate School

You must submit the NMSU Graduate School *Doctorate of Philosophy Examination form* (with the “**Ph.D. Oral Comprehensive**” box marked) to request the comprehensive exam. The signed and approved form must reach the office of the Graduate School **at least 10 working days** before the date of the exam. Otherwise, the exam may be canceled by the Graduate School.

<https://eltnmsu.sharepoint.com/sites/GraduateSchoolForms/Forms/doctoral-forms/doctorate-of-philosophy-examination-form.pdf>

Format and Procedure

The doctoral committee, in collaboration with seminar instructors, formulates the comprehensive examination questions and participates in the comprehensive exam. The examination has two parts – Written and Oral Exam.

A. Written Exam with two parts

- **Part 1 – In Class Exam**
 - The exam will be conducted under closed book/notes conditions to assess your conceptual grasp and depth of knowledge within your research interest areas.
 - The student will take the exam on a single day from 8 am to 5 pm by answering two out of three questions from three management seminars and two out of three questions from the focus areas.
 - The student will be issued a laptop computer with no internet connection ability. The laptop, along with the questions, will be provided at 8 am on the day of the exam and will be collected no later than 5 pm that same day. You will have the entire day available to answer the comprehensive exam questions. You may want to bring your

lunch and/or snacks as well as water and/or another beverage.

- The student will be placed in a room, most likely in the Business Complex building, and will be subject to periodic scrutiny.
- The student 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.

- **Part 2 – Take Home Exam**

- The exam will focus on research methods, assessing your understanding and application of these methodologies to empirical material.
- It can include a dataset with variables and require the student to identify hypotheses, conduct a quantitative analysis of data and test hypotheses, and write up the methodology and results section.
- The exam will be open book/notes over a period of two days (48 hours).

B. Oral Exam

- The oral exam will take place after the written exam is completed. The written and oral exams should be two weeks apart to accommodate committee member review and scheduling.
- The oral exam will center on the student's answers for the written exam. The doctoral committee chair and members will be looking to fill in any perceived gaps in the written exam. The student will be expected to clarify, elaborate on, and address any concerns or issues raised by the committee regarding their written exam answers.

C. Exam Results

- The oral examination results will be reported to the Graduate School by the Dean's Representative of the Committee.
- Upon recommendation of the doctoral 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.

NMSU Graduate School Form to Use

- *Doctorate of Philosophy Examination Form (with the "Ph.D. Oral Comprehensive" box marked)*

<https://eltnmsu.sharepoint.com/sites/GraduateSchoolForms/Forms/doctoral-forms/doctorate-of-philosophy-examination-form.pdf>

Notes

- You must form submit your doctoral committee after you pass the qualifying exam and before your comprehensive exam.
- After the *Doctorate of Philosophy Examination* form (with the "Ph.D. Oral Comprehensive" box marked) has been approved and signed by all parties, the student must provide a copy to the Management Ph.D. Program Director and Department administrative assistant.

6.6 Advancement to Candidacy

You will formally advance to candidacy upon successful completion of the comprehensive exam, the recommendation of the doctoral 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).

6.7 Dissertation

After advancing to candidacy, you will move on to the dissertation process, the final stage of the Ph.D. program. 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. In the dissertation phase of the doctoral program, you must

- enroll in MGMT 700 courses every semester while you are completing your dissertation;
- register for at least 3 credits of dissertation or graduate coursework each semester until your dissertation is approved by the Graduate School.

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 the time of reapplication.”

Your dissertation preparation has to total at least 18 credits of MGMT 700. The doctoral committee can impose additional requirements for courses numbered 700. See NMSU Thesis and Dissertation Guidelines for more detailed information.

You must complete the dissertation within five (5) years of passing the Comprehensive Exam.

Dissertation Proposal

After successfully completing the comprehensive examination and before the final dissertation defense, the student is required to present a detailed dissertation proposal to the dissertation committee. 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). You will defend it before your doctoral committee, typically in the spring semester of your third year of study. **The graduate school does not require any formal paperwork for a dissertation proposal.**

Final Oral Dissertation Defense

After finishing a draft of your dissertation, you must schedule and conduct an oral defense before your committee. To arrange this, you need to choose a date that accommodates the schedules of all committee members.

You must submit the NMSU Graduate School ***Doctorate of Philosophy Examination form*** (with the “**Ph.D. Final Oral Dissertation Defense**” box marked) to request a date for the final oral dissertation defense. The signed and approved form must reach the office of the Graduate School **at least 10 working days** before the date of the exam. Otherwise, the exam may be canceled by the Graduate School.

<https://eltnmsu.sharepoint.com/sites/GraduateSchoolForms/Forms/doctoral-forms/doctorate-of-philosophy-examination-form.pdf>

Submitting Dissertation Online

The dissertation submission process at NMSU is now electronic. Detailed information about electronic submission can be found at <https://gradschool.nmsu.edu/current-students/graduating-thesis-and-dissertation-students.html>.

Applying to Graduate

In your final semester, you need to follow the correct steps to apply for degree and dissertation completion by the deadlines. Please check out the following links on the Graduate School's website

- Steps to Graduating
<https://gradschool.nmsu.edu/current-students/steps-to-graduating.html>
- Graduate Calendar for Deadlines
<https://gradschool.nmsu.edu/current-students/graduate-school-calendar.html>

NMSU Graduate School Form to Use

- *Doctorate of Philosophy Examination Form (with the "Ph.D. Final Oral Dissertation Defense" box marked) for Final Oral Dissertation Defense.*
<https://eltnmsu.sharepoint.com/sites/GraduateSchoolForms/Forms/doctoral-forms/doctorate-of-philosophy-examination-form.pdf>

Notes

- **You must complete your dissertation within 5 years of passing the comprehensive exam.**
- After the *Doctorate of Philosophy Examination* form (with the "Ph.D. Final Oral Dissertation Defense" box marked) has been approved and signed by all parties, the student must provide a copy to the Management Ph.D. Program Director and Department administrative assistant.

SECTION 7: OTHER POLICIES, STANDARDS AND PROCEDURES

7.1 Graduate School Policies & Procedures

Graduate School's policies and procedures related to enrollment, degree programs, graduation, withdrawal, and more can be found at the Graduate School's website at <https://gradschool.nmsu.edu/>

Information about the NMSU System Academic Regulations can be found at <https://catalogs.nmsu.edu/nmsu/regulations-policies/#text>

7.2 Student Code of Conduct

The Student Handbook contains rules and regulations related to academic code of conduct, student social code of conduct, and more. It is available at <http://studenthandbook.nmsu.edu>.

7.3 Student Academic Misconduct

Information on the University's policies regarding academic misconduct is available on the Office of the Dean of Students website at https://studentlife.nmsu.edu/academic_integrity/academic_misconduct.html

7.4 Student Conduct and Conflict Resolution

Rules and regulations regarding student conduct and conflict resolution can be found in the Collective Bargaining Agreement (CBA), available on the Graduate School's webpage at <https://gradschool.nmsu.edu/ga-and-union/collective-bargaining-agreement.html>. If changes are made in the CBA over time, the departmental policy will conform to the corresponding revised CBA sections.

7.5 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 searches 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 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 Ph.D. students, are free to participate in its governance.
 - a. Ph.D. student participation can include recommending changes to the Ph.D. program.
 - b. Ph.D. 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 Ph.D. 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.

7.6 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)
 - c. Students' right to privacy requires maintaining the 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)
 - d. 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.

**SECTION 8:
APPENDICES**

**Appendix A:
Receipt of Graduate Student Handbook**

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

Student Printed Name; please *write legibly*.

Student Signature Date

Management Ph.D. Program Director Signature Date

Appendix B: Yearly Checklists

CHECKLIST	Year 1
Coursework	<ul style="list-style-type: none"> • Take full load (see Section 2).
Training	<ul style="list-style-type: none"> • Take training as recommended in 1st year (see Section 3.3). • Attend teaching training offered by Teaching Academy (see Section 3.1).
Teaching (as needed)	<ul style="list-style-type: none"> • Order textbook. See department administrative assistant. • Create the syllabus and seek guidance and counseling from the faculty mentor on course design, instruction, and assessment. • Review student teaching evaluations to improve the effectiveness of instruction.
Annual Progress Review	<ul style="list-style-type: none"> • Submit the Annual Progress Review package to Management Ph. D. Program Director (see Section 6.1).
Qualifying Exam	<ul style="list-style-type: none"> • Submit the qualifying exam portfolio to all Management faculty, Ph.D. Program Director and Department Head one (1) week prior to the exam (see Section 6.2). • Take the qualifying exam as scheduled. • Provide a copy of the signed and approved <i>Doctoral Qualifying Examination</i> form to the Management Ph.D. Program Director and Department administrative assistant.

CHECKLIST	Year 2
Coursework	<ul style="list-style-type: none"> • Take full load (see Section 2).
Training	<ul style="list-style-type: none"> • Complete any mandatory NMSU training (if applicable). • Attend teaching training offered by Teaching Academy (see Section 3.1).
Teaching	<ul style="list-style-type: none"> • Graduate Assistants teach their first course in the fall semester of Year 2 and usually continue teaching one course in each subsequent semester (see Section 3). • Order textbook. See department administrative assistant. • Create the syllabus and seek guidance and counseling from the faculty mentor on course design, instruction, and assessment. • Review student teaching evaluations to improve the effectiveness of instruction.
Doctoral Committee	<ul style="list-style-type: none"> • Work with the faculty advisor and form your doctoral committee (see Section 6.4).
Annual Progress Review	<ul style="list-style-type: none"> • Submit the Annual Progress Review package to Management Ph. D. Program Director (see Section 6.1)

CHECKLIST	Year 3
Coursework	<ul style="list-style-type: none"> • Complete remaining coursework (if applicable). • Register for MGMT 600 before the comprehensive exam and MGMT 700 (dissertation credit hours) after passing the Comprehensive Exam.
Teaching	<ul style="list-style-type: none"> • Order textbook. See department administrative assistant. • Create the syllabus and seek guidance and counseling from the faculty mentor on course design, instruction, and assessment. • Review student teaching evaluations to improve the effectiveness of instruction.
Comprehensive Exam	<ul style="list-style-type: none"> • Work with your doctoral committee to develop the reading list. • Submit to NMSU Graduate School the signed and approved Doctorate of Philosophy Examination Form with the Ph.D. Oral Comprehensive box marked at least ten working days before the dissertation proposal defense date. • Take the comprehensive exam (written and oral exam). • Provide a copy of the signed and approved <i>Doctorate of Philosophy Examination</i> form (with the Ph.D. Oral Comprehensive box marked) to the Management Ph.D. Program Director and Department administrative assistant.
Dissertation Proposal	<ul style="list-style-type: none"> • Defend your dissertation proposal to your dissertation committee. • Must complete the dissertation within five (5) years of passing the Comprehensive Exam.
Annual Progress Review	<ul style="list-style-type: none"> • Submit the Annual Progress Review package to Management Ph. D. Program Director (see Section 6.1).

CHECKLIST	Year 4
Coursework	<ul style="list-style-type: none"> • Register for MGMT 700 doctoral dissertation credits.
Teaching	<ul style="list-style-type: none"> • Order textbook. See department administrative assistant. • Create the syllabus. Seek guidance and counseling from the faculty mentor on course design, instruction, and assessment. • Review student teaching evaluations to improve the effectiveness of instruction.
Doctoral dissertation	<ul style="list-style-type: none"> • Follow NMSU dissertation guidelines. • Conduct original research under committee members' supervision. • Must complete the dissertation within five (5) years of passing the Comprehensive Exam.
Dissertation Defense	<ul style="list-style-type: none"> • Submit to NMSU Graduate School the signed and approved Doctorate of Philosophy Examination Form with the Ph.D. Final Oral Dissertation Defense box marked at least ten working days before the dissertation defense date. • Defend your dissertation to your dissertation committee. • Provide a copy of the signed and approved <i>Doctorate of Philosophy Examination</i> form (with the Ph.D. Final Oral Dissertation Defense box marked) to the Management Ph.D. Program Director and Department administrative assistant.
Graduation	<ul style="list-style-type: none"> • Apply for degrees and pay fees before the Graduate School graduation deadlines during the expected semester of graduation. • Submit the Application for Degree and the Dissertation Title Submission Form to the Graduate School by the appropriate deadlines for commencement. • If you have not registered for dissertation credits or a class, you cannot walk in the graduation ceremony that semester.
Annual Progress Review	<ul style="list-style-type: none"> • Submit the Annual Progress Review package to Management Ph. D. Program Director (see Section 6.1).

Appendix C:

Academic Support Processes, Probation, Dismissal & Reinstatement

Academic Support Process

The following procedures are used for students experiencing difficulties in academic or professional performance areas of the Management Ph.D. 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.

The academic support process begins immediately if the student receives a *C range* 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	<ul style="list-style-type: none"> • The academic support process is most effective when initiated as soon as difficulties are experienced or perceived since corrective action is preferable to termination from the program. • The process 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 Ph.D. Program Director. • The student is required to notify the advisor, the concerned faculty, and the Ph.D. Program Director of his/her follow-through actions
Step 2	<ul style="list-style-type: none"> • 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 Ph.D. Program Director. • Again, results will be given in writing to all parties.
Step 3	<ul style="list-style-type: none"> • 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 Ph.D. Program. • The student will be notified of this action in writing, including the steps s/he can take to appeal. • Termination from the Ph.D. Program will automatically occur if the student is placed on probation for a second time.

Probation

The following conditions will result in probation:

1. The grade point average (GPA) at the close of any term is less than 3.0. An academic support process will be implemented.
2. Receipt of a *C* or *D range* grade in any required management or required statistics course. The 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. An academic support process will be implemented.

Dismissal from the Ph.D. Program

The Department of Management faculty has the responsibility to terminate a student from the Ph.D. program at any time if the student fails to maintain minimum standards in the Ph.D. 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 Ph.D. Program if one or more of the following occurs:

1. Probationary status for two consecutive semesters.
2. Three C or D range grades in any required management or required 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 required 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 academic support process results in a recommendation for dismissal, accepted by the Department Head.

Reinstatement

Students may request to be re-evaluated after one year following termination by requesting reinstatement into the program, in writing, to the Management Department Head and Ph.D. Program Director.

Appendix D:

Management Graduate Assistant Performance Planning and Evaluation



Performance Planning and Evaluation / Graduate Assistant

Department of Management
College of Business – New Mexico State University

Graduate Assistant: _____

Current Date: _____

Faculty Evaluator: _____

Evaluation Type: Mid-semester: _____ End of Semester: _____

Follow-up on Previous Evaluation: _____

Use this form to evaluate each Graduate Assistant who has been assigned to work for you.

For each factor, select a rating that best describes your judgment of the graduate assistant’s performance and circle the appropriate point value.

Rating Scale and Definition of Rating Terms:

- **Exceeds Expectations** – Accomplishments routinely exceed expected levels or essential requirements.
- **Meets Expectations** - Performance meets standards of job requirements as specified by the faculty member.
- **Fails to meet Expectations** - Performance sub-standard, requires a high degree of supervision and direction. Deficiencies are clearly evident and specific, remedial action is required.

Factors:	Exceeds Expectations	Meets Expectations	Fails to Meet Expectations
<p>Quality of Work GA produces work that meets high standards of quality. Consider accuracy and neatness of work. How frequent and serious are errors?</p>			
<p>Time & Task Management GA plans and utilizes working time to complete tasks required for the position. GA is dependable in reporting to faculty at faculty-designated times and can be relied upon to complete assignments on schedule.</p>			

Statement of Justification. To be made by the evaluator when assigning an overall rating of either “Fails to meet Expectations.”

Constructive Comments. How can the GA better serve your needs?

Graduate Assistant: I certify that this evaluation has been discussed with me. I understand my signature does not necessarily indicate agreement or disagreement.

Graduate Assistant Signature

_____ **Date** _____

Faculty Evaluator: I certify this evaluation represents my best judgment and has been discussed with the Graduate Assistant.

Signature

_____ **Date** _____

Faculty Evaluator Comments:

Department Head Signature

_____ **Date** _____

Appendix E:

Management Ph.D. Students Annual Progress Review Form



College of Business
 Department of Management
 MSC 3DJ
 New Mexico State University
 P. O. Box 30001
 Las Cruces, NM 88003-8001
 575-646-1201, fax: 575-646-1372
 business.nmsu.edu/management-gb

**Management Ph.D. Students
 Annual Progress Review Form**

Student Information:

Last Name:	First Name:
Banner ID:	E-Mail:
Phone:	
Major:	Area of Concentration:
1st Minor:	2nd Minor:

Doctoral Committee Members:

The Chair of the Committee is listed as the first member. If you have co-chairs, please put co-chair after name on the second line.

Name of Committee Member	Email of Committee Member
1.	
2.	
3.	
4.	

Courses completed at NMSU (Please use * to designate the Courses that are in progress)

Management Seminars – 15 Credit Hours				
Course# with Prefix	Course Title	Credit Hours	Semester	Grade
MGMT 645 (required)	Seminar in Human Resources Management			
MGMT 650 (required)	Seminar in Organizational Behavior			
MGMT 660 (required)	Research Design & Methodology			
MGMT 670 (required)	Seminar in Operations Management			
MGMT 675 (required)	Seminar in Strategic Management			
Marketing Seminars – 6 Credit Hours				
Course# with Prefix	Course Title	Credit Hours	Semester	Grade
MKTG 640 (required)	Measurement and Structural Equation Modeling			
Marketing Seminar (elective)				
Methods/Tools – 15 Credit Hours				
Course# with Prefix	Course Title	Credit Hours	Semester	Grade
Method 1 (required)				
Method 2 (required)				
Method 3 (required)				
Method 4 (required)				
Method 5 (elective)				
Support Graduate Courses – 3 to 6 Credit Hours				
Course# with Prefix	Course Title	Credit Hours	Semester	Grade
Dissertation – Minimum 18 Credit Hours				
Course# with Prefix	Course Title	Credit Hours	Semester	Grade
MGMT 700				

MBA Courses for Common Body Knowledge

(Please use * to designate the Courses that are in progress)

Doctoral students admitted to the program without a graduate business degree (e.g., MBA) are required to take certain NMSU MBA courses to fulfill the business common body of knowledge requirement. The specific courses needed will be determined at the time of admission by the Ph.D. Program Director, in consultation with the Head of the Management Department.

Course #	Course Title:	Required (Y/N)	Semester	Grade
ACCT 503	Managerial Accounting			
BFIN 503	Financial Management			
ECON 503	Managerial Economics			
MGMT 502	Operations Management			
MGMT 503	Organizational Behavior/Management Processes			
MKTG 503	Marketing Management			