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.
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Mission</td>
<td>2</td>
</tr>
<tr>
<td>PhD Program Overview</td>
<td>3</td>
</tr>
<tr>
<td>Goals &amp; Objectives</td>
<td>5</td>
</tr>
<tr>
<td>PhD Program Structure</td>
<td>5</td>
</tr>
<tr>
<td>- Coursework</td>
<td>5</td>
</tr>
<tr>
<td>- Research</td>
<td>5</td>
</tr>
<tr>
<td>- Teaching</td>
<td>6</td>
</tr>
<tr>
<td>- Qualifying Examination</td>
<td>6</td>
</tr>
<tr>
<td>- Comprehensive Examination</td>
<td>6</td>
</tr>
<tr>
<td>- Dissertation</td>
<td>6</td>
</tr>
<tr>
<td>PhD Specializations</td>
<td>7</td>
</tr>
<tr>
<td>PhD Minor/Interest Area</td>
<td>7</td>
</tr>
<tr>
<td>Assistantships, Financial Aid and Other Student Financial Support</td>
<td>8</td>
</tr>
<tr>
<td>Management Department Faculty</td>
<td>9</td>
</tr>
<tr>
<td>Admissions Criteria</td>
<td>10</td>
</tr>
<tr>
<td>Two-Step Application Process</td>
<td>11</td>
</tr>
<tr>
<td>Step 1: Apply to NMSU (Domestic &amp; International Students)</td>
<td>11</td>
</tr>
<tr>
<td>Step 2: Apply to the Management Department, College of Business</td>
<td>13</td>
</tr>
<tr>
<td>Las Cruces &amp; NMSU</td>
<td>14</td>
</tr>
</tbody>
</table>
Introduction

Pursuing a PhD in Business Administration today is one of the most rewarding career decisions you can make. According to the AACSB International’s “Management Education at Risk” report (2002),

“The most critical problem facing business schools today is the insufficient number of new Ph.D.s being produced worldwide. The annual U.S. production of business doctorates decreased by 19.3 percent between 1995 and 2000, and only 62.1 percent of those Ph.D.s planned to teach at a university.

‘Yet the need for qualified teachers in business schools continues to grow, as older professors retire and more students enroll. The average U.S. business school hired 4.43 new faculty members in 2000, but eight percent of funded doctoral degree positions are still vacant. The shortage of qualified personnel has caused salaries to skyrocket, particularly at the entry level.”


The shortage remains.

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 you begin, you will work closely with our departmental faculty and other faculty throughout NMSU. When you’re done, you will be well positioned to compete in the dynamic global marketplace. A PhD provides you with the flexibility to pursue a variety of career paths within academia and within industry.

We encourage you to consider studying with us. You will attain the knowledge and ability to make a difference in the world, and find a pathway to your future success.

Call me or email me if you have any questions about our program.

Dr. William L. Smith, PhD Program Director
Voice: 575.646.1422
Email: phddirector@business.nmsu.edu
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.

PhD Program Overview

The College of Business at New Mexico State University (NMSU), located in Las Cruces, New Mexico, offers a program leading to a PhD in Business Administration with a concentration in management. In order to earn the PhD, candidates must complete studies in the management concentration with a minor field or interest area, pass written and oral comprehensive exams, and complete and successfully defend a doctoral dissertation. The final degree requirement, the dissertation, is an original written research project requiring an oral defense. Our program meets the requirements of AACSB International by providing students with advanced management-related theoretical, research and applied knowledge and skills. See Figure 1 for an overview of program requirements.

We are committed to educating teachers, researchers and scholars who will lead and shape business and organizational life in the decades to come. We prepare you to understand the complexities of business and its social and international contexts while you develop a specialized area of expertise. Our program is flexible in order to align programs of study with job opportunities and students’ interest areas. Our curriculum features coursework, ongoing research and professional development, teaching, qualifying and comprehensive examinations and a dissertation. A full load of courses during the first two years allows you to acquire a conceptual foundation and the requisite skills to conduct original research. Research skills are developed through course work and mentoring relationships, as you will work with faculty to pursue joint research according to your interest and faculty members’ expertise.

Our faculty prepare students for academic research and teaching careers in managerial and organizational sciences; consulting careers with industrial, governmental, health, or educational institutions; or leadership careers in organizational management and administration. Several of our faculty members specialize in international management and leadership, and in other organizational processes. Many of their projects focus on organizations in Mexico and Latin America, providing opportunities for students to become involved in and prepared for academic and consulting careers in these areas.

Our PhD program has a 100% success rate in placing our graduates, who have obtained positions at national and regional universities (e.g., Indiana University-Purdue University, University of Texas, Creighton University, Radford University, California State University-Sacramento). One of our graduates has served as an assistant dean at a major university, and several graduates are at premier organizations in their own niche (e.g., Chief Scientist and Director of Research, National Board of Information Security Examiners; Chief Operating Officer, Resource Conservation Technologies; University of Kansas Medical Center, School of Medicine). Others have obtained excellent positions in various fields that utilize their management degree (e.g., engineering, nursing, and pharmaceutical departments).

Professional management associations are committed to teaching and behaving ethically. The Management Department observes and maintains the highest academic, non-academic and professional standards of conduct. We have created a collegial atmosphere emphasizing the importance of a team-oriented culture between and within departments.

Students are encouraged to work with multiple faculty members in their scholarly efforts, and faculty are encouraged to mentor students. Our students typically maintain close academic and personal relationships with their cohort class and assist each other in coping with the rigors of graduate work. Students are expected to excel in a collegial environment; we do not encourage a “cut-throat” graduate program.
Figure 1. Overview of Program Requirements.

### Sample Entry Sequence – Schedule Subject to Change

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall Term</th>
<th>Spring Term</th>
<th>Benchmark</th>
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</table>
| 1    | Statistics I \(^{1}\)  
MGT 661 Qualitative Methods  
MGT 650 OB Seminar  
MGT 601 Research in MGT \(^{2}\) | Statistics II  
MGT 660 Research Design  
MGT 640 Instructional Dev Seminar | Annual Progress Review \(^{3}\)  
Qualifying exam (Spring) \(^{4}\) |
| 2    | Statistics III  
MGT 655 Org Systems  
MGT 645 HRM Seminar | Statistics IV Choose  
MGT Seminar or Minor/elective \(^{5}\) | Annual Progress Review  
Program of study & doctoral committee approval \(^{6}\) |
| 3    | Statistics V Choose  
MGT Seminar \(^{6}\)  
or Minor/elective  
MGT 600-Research Prepare for and complete comprehensive exams \(^{7}\) | Minor/elective (Complete all courses required for minor or interest area)  
MGT 600-Research Dissertation proposal presentation \(^{8}\) | Annual Progress Review  
Comprehensive exams (Fall semester of 3\(^{rd}\) year at the latest).  
Student will have proposed dissertation to their committee by the end of the Spring semester 3\(^{rd}\) year. |
| 4    | Doctoral Dissertation MGT 700 | Doctoral Dissertation MGT 700 | 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 & MKTG 640. Students may substitute equivalent PSYC courses.
2. **MGT 601 Research in MGT** is a 1-unit course required for students during the Fall & Spring semesters of their 1\(^{st}\) year in the doctoral program.
3. **Annual Progress Review.** Conducted in the spring semester of each year to evaluate progress toward PhD and teaching.
5. **Management Seminars.** MGT 670 - Operations Management; 675 - Strategy; 685 - Story Consulting; 690 - Special Topics.
6. **Program of Study.** 23 hours of required MGT courses: 601, 640, 645, 650, & 655 (Students must also take one additional doctoral seminar in management, (preferably either 670 or 675), plus 660 and 661; 16 hours of statistics; 12 hours of electives (for a minor) OR 9 hours electives (for an interest area) and 3-6 hours of MGT 600 research as recommended by student’s advisor and/or doctoral committee; 18 dissertation credits; e.g., 72 total credit hours.
7. **Comprehensive Exams.** Closed-book written and related oral exams.
8. **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 after successful completion of the comprehensive exams and in coordination with the respective dissertation committee members.
Goals & Objectives

If you are accepted into our program, you can expect to achieve the following goals:

- Obtain a strong general theoretical grounding in the disciplines of business.
- Acquire advanced knowledge in the management field and in your area of specialization.
- Develop advanced quantitative and qualitative research skills 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.
- Develop skills in communicating knowledge through written and oral presentations, often accomplished through presenting papers at national and regional professional conferences.
- Understand how your advanced knowledge and research skills apply in national and international contexts and how your research contributes to theory construction and development.
- Develop oral and written communication skills necessary to communicate complex, theoretical information to researchers and management practitioners.
- Develop teaching skills necessary to work in an academic environment.
- Understand the ethics, values and integrity related to academic, non-academic and professional standards of conduct.
- Obtain a position at an accredited academic institution or other professional organization.

PhD Program Structure

Coursework

During the first 2 years of the program our students take a full load of courses that provide the conceptual basis for their field of study. Students also learn the methods and techniques of research and statistical analysis to gain the requisite skills for conducting original research. Consistent with AACSB guidelines, our students develop excellent methodological, statistical and research skills in the management field. Normally this entails understanding the philosophy of science and completing both quantitative and qualitative methods courses. Students are expected to complete 12 credit hours in statistics.

Attaining the Doctor of Philosophy degree indicates that you have fulfilled program requirements and achieved distinction in both scholarship and original research in a specialty field. Students normally complete the Program of Study indicated in Figure 1: Total credit hours: 65 (with minor) or 62 (with interest area).

Our graduate courses focus on both theoretical and practical issues. While the PhD is by definition a research focused degree, we encourage students to view conceptual issues with an eye to eventual application to "real world" organizations. Our faculty is also committed to teaching students about the global nature of business. With NMSU’s unique location at a crossroads to Latin America, the research interests of many students are globally focused. Many of our faculty have conducted research in the international arena and have extensive publications in international management.

NMSU’s graduate course catalog information is online at http://catalog.nmsu.edu.

Research

Research competence is a requirement for completing the dissertation, and most of our students have significant research records upon obtaining their PhD. You are encouraged to join professional associations and become involved by presenting papers and attending national and regional meetings.

You will be prepared through coursework and mentoring to conduct original research that expands the knowledge base of your field. From the beginning of the program, students receive hands-on experience in research with the goal of publication. Research skills are developed through an intensive mentoring relationship where faculty and students pursue joint research related to the student's interest and the faculty member's expertise. Students begin by assisting faculty with their ongoing research projects. You will eventually conduct original research for your dissertation under the direction of a professor in your specialization.

Upon graduation, you will be scholastically prepared to compete in a rigorous academic marketplace. You will also be able to help universities and colleges receive accreditation through publication in refereed
journals. You may also be expected to develop a scholastic record with an eye toward maintaining recently granted AACSB accreditation in your university of employment.

Teaching
Our faculty is committed to developing and upgrading teaching skills of professionals and preparing our PhD students as teachers, as well as researchers. All doctoral students will be the instructor of record in several courses and will teach undergraduate courses related to their field of study. You will be given feedback regarding your teaching effectiveness and will be evaluated in the same manner as regular faculty. Students in their first year of graduate training usually assist professors or senior doctoral students in teaching classes.

PhD students take a doctoral level course in pedagogical skills, a course to help students understand the teaching and learning process.

Our graduates’ skills fit the needs of a variety of colleges and universities including national and regional schools that expect high level teaching and research skills.

Qualifying Examination
During the end of the Spring term in your first year you will undertake a qualifying process which includes a discussion of your proposed specialization (human resources, strategy, etc.), minor or interest area, supporting coursework and proposed doctoral committee. 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. 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.

Comprehensive Examination
By the third year of the program you will have completed your course requirements and will be ready to show competency in your major and minor fields, as well as your preparedness to embark on dissertation research.

A comprehensive exam (comprised of both written and oral exams) is given to assess your preparation for admission to candidacy for a doctoral degree. You also must have completed any remaining common body of knowledge MBA courses. You may take the comprehensive exam after satisfying the language requirements (where applicable), completing course work satisfying the Management Department and NMSU Grad 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.

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

Dissertation
The dissertation process is the final stage of the PhD program. Students conduct an original dissertation under the supervision of their chosen dissertation committee. The dissertation will require an oral defense. Effectively communicating complex ideas to diverse audiences—students, researchers and practitioners—is an integral part of a doctoral degree. We work closely with students to help them develop their scholarly communication skills.
PhD Specializations

In addition to their management core studies, students develop expertise in a specialization or minor/interest area. We have designed a program with flexibility that allows students to create a competitive advantage in their careers. Cross-functional specialization has served several students well as they have obtained academic careers in departments such as nursing, managerial accounting, and pharmaceuticals. Students can also focus on global and international interests through classes that focus on international issues and by conducting research activities in international contexts.

Within the field of management, students can develop a plan of study in one of the following four specializations.

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

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

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<th>Type</th>
<th>Description</th>
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<tr>
<td>Minor</td>
<td>12 credit hours of coursework in a departmental area within or outside the College of Business (e.g., statistics, psychology, marketing, etc.) The affiliated department must offer a minor in that area.</td>
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<tr>
<td>Interest Area</td>
<td>9 credit hours of coursework in a defined field of study (e.g., international leadership, research methods, international management, etc.). Courses for an interest area can be combined from different departments within or outside of the College of Business.</td>
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Assistantships, Financial Aid
and Other Student Financial Support

Tuition expenses vary depending on the number of credit hours the student takes each semester.

If desired, most doctoral students in the management concentration receive paid assistantships, which allow them to pay for in-state tuition and living expenses.

There are different kinds of assistantships; however, most PhD-management students are on 12-month departmental assistantships; accordingly, those students on 12-month assistantships are expected to work in the summer.

Upon completion of the doctoral program, students will no longer be eligible for an assistantship. Further, for students who graduate in May, no assistantship funding will be provided after the mid-May payroll period.

Graduate Assistants in our doctoral program must be enrolled in 9 graduate credits (courses numbered 500 and 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 the Graduate School Associate Dean if these are part of the 9 credits.

Graduate Assistants are required to work 20 hours/week with an assigned faculty member, with teaching given a priority.

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.

Schedules are coordinated with the student’s advisor, the PhD Program Director and the Management Department Head. See the Department secretary if you have any questions regarding work hours, pay or holiday schedules.

You are encouraged to join professional associations and become involved by presenting papers and attending national and regional meetings. The Management Department provides limited funding for students to attend conferences with priority given to paper presentations.

The Management Department also supplies graduate students with support for other academic related expenses such as copying, dissertation research, etc.

There are scholarships available to outstanding students as well as to those with exceptional financial need.

NMSU offers a limited number of international alumni scholarships which allow recipients to pay in-state tuition and fees.

Students who may need additional financial aid should contact the Graduate School as another source for external funding. See these websites for more information on financial aid:

- [http://gradschool.nmsu.edu/fellowships/index.htm](http://gradschool.nmsu.edu/fellowships/index.htm)
- [http://fastweb.monster.com](http://fastweb.monster.com)
Management Department Faculty

Our faculty have developed numerous areas of expertise in which they are recognized nationally and internationally. Faculty members lead their respective fields of study with publications in academic and professional journals. In addition, many are published book authors and frequently present papers at international, national and regional conferences relating to management. Some of the journals our faculty have published in include:

- *The Academy of Management Journal*
- *Academy of Management Review*
- *Administrative Science Quarterly*
- *Entrepreneurship Theory & Practice*
- *Human Relations*
- *International Journal of Production Research*
- *Journal of Applied Behavioral Science*
- *Journal of Applied Psychology*
- *Journal of International Business*
- *Leadership Quarterly*
- *Organization Studies*
- *Personnel Psychology*
- *Production & Inventory Management Journal*
- *Strategic Management Journal*

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.** ibishop@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; sustainability.

**Mark Clark.** clarkml@nmsu.edu, 646.1565. Assistant Professor. PhD: University of Texas-Dallas. Entrepreneurship, social responsibility, sustainability.

**Wayne Crawford.** wsc@nmsu.edu, 646.5982. PhD: University of Alabama-Tuscaloosa. Impression management, organizational deviance, workplace politics, quantitative analysis.

**Bonnie F. Daily.** bdaily@nmsu.edu, 646.2015. Professor. PhD: Missouri University of Science and Technology. Production/operations, environmental training, quality management.

**Steven M. Elias.** selias@nmsu.edu, 646.7642. NMSU Dir., Woodrow Wilson MBA Fellowship in Education Leadership Program; Professor, Management. PhD: Colorado State University. Organizational behavior, organizational commitment, employee personality, social power and influence, male sexism in the workplace.

**Carol Flinchbaugh.** cflinch@nmsu.edu, 646-5764. Assistant Professor. PhD: University of Kansas. Human resource management, employee well-being, positive organizational scholarship, organizational behavior.

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

**Robert Macy.** rmacy@nmsu.edu, 646.1294. Chairholder, Bill & Sharon Sheriff Endowed Chair in Entrepreneurship. PhD: University of Oregon. Doctor of Jurisprudence: University of Oregon School of Law.

**Carlo Mora.** cmora@nmsu.edu, 646.1201. Interim Department Head; Associate 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; and equine-assisted growth and learning to enhance leadership, communication, and teamwork.

**Bill 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.
Admissions Criteria

Admission is normally based on completed graduate work from an AACSB-accredited program. Most students enter the PhD Program with an MBA degree. Completion of graduate work not specifically in a business related discipline is evaluated prior to admittance and you may be required to take business courses in specified deficiency areas. An applicant without a degree from an AACSB-accredited program must satisfy the requirement at NMSU. The MBA courses you will need to complete will be specified if you are admitted to the Ph.D. program. Undergraduate specialization in business is not required, although specific master's level courses may be required to address deficiencies.

Submit a completed application form, nonrefundable $30 domestic application fee ($50 international application fee), an official transcript of complete academic records and results from your Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE). If you have taken the GRE, this score may be substituted, but we prefer the GMAT.

To begin the application process, domestic students should send their application materials to Graduate Student Services. We require applicants to present convincing evidence of their ability to successfully pursue doctoral-level education. Supporting documentation, including a statement of purpose, three letters of recommendation and an updated resumé or vita, must also be submitted. Letters of recommendation should be from university professors, employers or others able to evaluate your capacity to undertake graduate study.

Applicants must also submit a writing sample to the Management Department, such as a research report or master's thesis, which is indicative of writing abilities, interests and capabilities.

You may be asked to participate in a personal interview with a member of the doctoral faculty, if feasible.

Students are accepted into the Management PhD program in one of two classifications:

1. **Regular.** A student whose past scholastic record (grade point average and test scores) is more than satisfactory is accepted in as regular status. A bachelor's degree in business or an MBA from an AACSB-accredited program (or a similar more specialized Master's degree in business or commerce) will ordinarily meet our general common body of knowledge (CBK) requirement.

2. **Provisional.** Acceptance under the provisional status may be given to a student whose past scholastic record (grade point average and test scores) is more than satisfactory, but whose academic background is in a discipline other than business. 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

We do not encourage admission of applicants holding only a baccalaureate degree. In rare circumstances when an individual enters the PhD program with a baccalaureate only, s/he will be required to complete course work equivalent to an appropriate master's degree. This course work may lead to the candidate successfully completing a master's degree if the requirements of an existing master's program are met.
Two-Step Application Process

**STEP 1** Apply to NMSU (Domestic & International Students)

Apply to and be approved for admission by the NMSU Graduate School (or International Programs for foreign students). If the Graduate School or International Programs denies admission the application does not proceed to Step 2.

- NMSU’s Graduate School website is located at [http://gradschool.nmsu.edu](http://gradschool.nmsu.edu). Please read the general information about NMSU, particularly the information on doctoral degrees, admissions, and transfer of credits.
- Graduate School contacts are at [http://gradschool.nmsu.edu/contact/contactUs.htm](http://gradschool.nmsu.edu/contact/contactUs.htm).
- Prospective student information: [http://gradadmissions.nmsu.edu](http://gradadmissions.nmsu.edu)
- Graduate Assistant health benefits: [http://benefits.nmsu.edu/insurance/grad-health](http://benefits.nmsu.edu/insurance/grad-health)
- NMSU Graduate and International student housing: [http://housing.nmsu.edu/graduatehousing](http://housing.nmsu.edu/graduatehousing)
- NMSU Library: [http://lib.nmsu.edu](http://lib.nmsu.edu)

Application deadlines for domestic and international students are not the same. Please ensure you are aware of all applicable deadlines.

### Application Instructions

<table>
<thead>
<tr>
<th><strong>Domestic Students</strong></th>
<th><strong>U.S. citizen or permanent U.S. resident</strong></th>
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<tbody>
<tr>
<td><strong>The following documents may be sent from the applicant to Graduate Student Services:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Application:</strong></td>
<td>Apply online at <a href="http://gradadmissions.nmsu.edu">http://gradadmissions.nmsu.edu</a></td>
</tr>
<tr>
<td><strong>NOTE:</strong></td>
<td>For intended major, select Business Administration. For concentration, select Management. The degree of Doctor of Philosophy will automatically populate (if it does not, select it). For planned start, select the upcoming fall semester.</td>
</tr>
<tr>
<td><strong>Application fee</strong> (nonrefundable; may be paid online [the preferred method] or mailed to the address below)</td>
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<td><strong>Graduate Student Services</strong></td>
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<td><strong>MSC 3G</strong></td>
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<tr>
<td><strong>New Mexico State University</strong></td>
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<tr>
<td><strong>P.O. Box 30001</strong></td>
<td></td>
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<tr>
<td><strong>Las Cruces, NM 88003-8001</strong></td>
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<tr>
<th><strong>International Students</strong></th>
<th><strong>Non-U.S. citizen or not a permanent U.S. resident</strong></th>
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<tr>
<td><strong>The following documents may be sent from the applicant to ISS:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Application:</strong></td>
<td>Apply online at <a href="http://isss.nmsu.edu/index-2">http://isss.nmsu.edu/index-2</a></td>
</tr>
<tr>
<td><strong>NOTE:</strong></td>
<td>For intended major, select Business Administration. For concentration, select Management. The degree of Doctor of Philosophy will automatically populate (if it does not, select it). For planned start, select the upcoming fall semester.</td>
</tr>
<tr>
<td><strong>Application fee</strong> (nonrefundable; may be paid online [the preferred method] or mailed to the address below)</td>
<td></td>
</tr>
<tr>
<td><strong>International Student Services</strong></td>
<td></td>
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<tr>
<td><strong>MSC 3G</strong></td>
<td></td>
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<tr>
<td><strong>New Mexico State University</strong></td>
<td></td>
</tr>
<tr>
<td><strong>P.O. Box 30001</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Las Cruces, NM 88003-8001 U.S.A.</strong></td>
<td></td>
</tr>
</tbody>
</table>

The following documents **MUST** be sent **DIRECTLY FROM the INSTITUTIONS attended and from the relevant testing service for the GMAT (or GRE) TO the address given below.**

- **Applicants must request** the following documentation be sent to:
  - Graduate Student Services
  - MSC 3G
  - New Mexico State University
  - P.O. Box 30001
  - Las Cruces, NM 88003-8001

If using a courier service:
- Graduate Student Services
  - Educational Services Building, Suite G
  - New Mexico State University
  - 1780 E. University Ave.
  - Las Cruces, NM 88003-8001 U.S.A.

**Applicants must request** the following documentation be sent to International Programs:

- International Student Services
  - MSC 3G
  - New Mexico State University
  - P.O. Box 30001
  - Las Cruces, NM 88003-8001 U.S.A.

If using a courier service:
- International Student Services
  - Suite 3G
  - 1780 E. University Avenue
  - Las Cruces, NM 88003-8001 U.S.A.
### Application Instructions

<table>
<thead>
<tr>
<th>Domestic Students</th>
<th>International Students</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. citizen or permanent U.S. resident</strong></td>
<td><strong>Non-U.S. citizen or not a permanent U.S. resident</strong></td>
</tr>
<tr>
<td>Transcripts of coursework taken at every college or university you ever attended. Please read carefully about transcripts on the Application Checklist in the Graduate Catalog.</td>
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</tr>
<tr>
<td></td>
<td>International students whose native language is not English must submit scores on the Test of English as a Foreign Language (TOEFL). Some exceptions may be allowed by the NMSU Graduate School (such as having earned a master's degree from a U.S. university). <a href="#">More information is provided online.</a></td>
</tr>
<tr>
<td>Results (not more than five years old) from the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE). If you have taken the GRE, this score may be substituted, but we prefer the GMAT. Supply the NMSU code (4531) so that your official score will be sent to NMSU. We require the GMAT or GRE results as part of the application process. <strong>There are no waivers.</strong></td>
<td>Results (not more than five years old) from the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE). If you have taken the GRE, this score may be substituted, but we prefer the GMAT. Supply the NMSU code (4531) so that your official score will be sent to NMSU. We require the GMAT or GRE results as part of the application process. <strong>There are no waivers.</strong></td>
</tr>
<tr>
<td>Although the NMSU Graduate School online application process does require you to upload unofficial copies of all transcripts and GMAT/GRE results, you MUST still have original versions of these documents sent directly to the NMSU Graduate School by the testing agency and your college or university. A final decision will not be made until original documents are received by Graduate Admissions.</td>
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</tr>
<tr>
<td></td>
<td>There is additional immigration paperwork that will be required should you be accepted into our program, and should you seek to work on an assistantship. If you are admitted into our program, you will be sent paperwork for the I-20 form that MUST be completed and returned to NMSU as soon as possible in order for your status here to become official by the start date of your assistantship.</td>
</tr>
<tr>
<td></td>
<td>• Immigration forms/information: <a href="http://isss.nmsu.edu/arrival-information">http://isss.nmsu.edu/arrival-information</a></td>
</tr>
</tbody>
</table>
STEP 2 Apply to the Management Department, College of Business

Completed applications are reviewed beginning February 15th

If the NMSU Graduate Student Services or International Student Services approves admission to NMSU, the student’s application package is forwarded to the Management Department which makes the final decision to accept an applicant. Admission to the NMSU Graduate School is separate from admission to the Ph.D. Program in Management.

PLEASE NOTE.

- The Management Department does not consider applicants for admission unless they have already been admitted by either the Graduate School (for domestic students: US citizen or permanent US resident) or International Student Services (for international students: non-US citizen or not a permanent US resident).
- We cannot accept transcripts or psychometric test scores; these must be sent as directed in Step 1.
- Application packages must be complete before being reviewed for admission into the Management PhD program.
- A GMAT or GRE score must be included in a candidate’s application package. If you have taken the GRE, this score may be substituted, but we prefer the GMAT. When you take the test, you will supply the NMSU code (4531) so that your official score will be sent to NMSU.
- If the Management Department admits an applicant to the Management PhD program, this does not mean that the applicant is automatically admitted to any of the other departments in the College of Business or NMSU.
- We may review late applications based on space available.

Please submit the following.

We prefer to receive materials by email to acastro@nmsu.edu. You may also mail the items below to: Adela Castro Management Department College of Business Box 30001, MSC 3DJ, New Mexico State University Las Cruces, NM 88003-8001

Once your completed application package has been reviewed by Management Department faculty, you may be invited for an onsite or phone interview. Campus visitors can print an NMSU parking permit at http://ict-iisweb.nmsu.edu/auxadmin/ParkingForms/ePermit.aspx.
Las Cruces & NMSU

Las Cruces, New Mexico
Located in the southern part of the state featuring desert mesas, Rio Grande river farmlands and the Organ Mountains. Las Cruces has a population with a median age of 30 years, a booming business community, and year-round sunshine.

City Population
Approximately 90,000

Cost of Living
Low/medium

Climate Range
F: 37° to 92°

Air Travel
Most air travel is through the El Paso International Airport, located less than one hour south of Las Cruces in El Paso, TX. If you are traveling to Las Cruces by car, we are located at the intersection of Interstates 10 (east-west) and 25 (north-south) in southern New Mexico.

Las Cruces Convention & Visitors Bureau
Art galleries, dining, facts and figures, golf, museums, recreation, relocation information, theater…

NMSU Main Campus, Las Cruces, New Mexico
Campus visitors can print an NMSU parking permit at http://ict-iisweb.nmsu.edu/auxadmin/ParkingForms/ePermit.aspx.
NMSU maps are available online at http://www.nmsu.edu/General/Maps/index.html.

New Mexico State University, a 6,250-acre main campus, was founded in 1888 as Las Cruces College. As New Mexico’s land-grant institution, NMSU has evolved into a comprehensive institution with a mission of research, service, and teaching at the graduate and undergraduate level. The Carnegie Foundation for the Advancement of Teaching classifies NMSU as a doctoral/research university. NMSU is a Minority Serving Institution and Hispanic Serving Institution.

For more information, see NMSU online at http://www.nmsu.edu/nmsuataglance