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

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

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About this Ph.D. Manual

This manual has been developed to communicate policies and procedures specific to the Marketing Department Ph.D. program as well as those of the Graduate School of NMSU. This manual is not intended as the sole source of information related to that program. It is, however, one resource, with links that direct you to other places with additional information, particularly the NMSU Graduate School (http://gradschool.nmsu.edu).

This manual also is posted on the Marketing Department website, so that you can refer to it when needed (http://business.nmsu.edu/academics/marketing/marketing-programs/phd).

Acknowledgements. The structuring of this handbook was informed by handbooks of the NMSU Management and Psychology Departments as well as the Marketing Department Handbook created at the University of South Florida. Many resources included in this handbook were suggested during the NMSU Graduate School Workshop, “The Graduate Student Handbook,” offered by Associate Dean of the Graduate School, Luis Vazquez.
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USE AND MAINTENANCE OF THE MARKETING Ph.D. STUDENT HANDBOOK

Relationship to the Graduate Catalog. In accord with NMSU Graduate School policy, no policy or procedure described in this handbook runs counter to the policies prescribed by the Graduate School. The purpose of the Handbook is to translate more general Graduate School policies into specific statements and practices that Marketing Ph.D. students should adhere to as they progress through the program.

Where no policy or procedure has been set out in this handbook, the policies prescribed in the NMSU Graduate School Catalog will dictate practice and guide decisions. The catalog can be accessed at the Graduate School website at http://gradschool.nmsu.edu.

This Handbook delineates policies and procedures that the Department of Marketing faculty deem important to guiding decision making and practice that, beyond adhering to NMSU Graduate School policy, also account for norms of Ph.D. training within Marketing academia.

Revisions to the Handbook. Revisions to the handbook may be made at any time. However, application of revised policies and procedures take place: (1) the following academic year, and (2) under the condition that they are published and communicated to the Marketing Ph.D. students prior to the new academic year. Similar to the Graduate Student Catalog, students may elect to follow the specifications of either the current Handbook or the extant Handbook at time of admission.

Revisions must be noted by date on the handbook and on the web version of the handbook.

Copies of all handbooks prior to the revisions must be retained until such time that there are no Ph.D. students to which the older handbook applies.

Acknowledgement of Receipt. Students must sign the receipt of Handbook form (see Appendix A) during the first semester and submit it to the PhD. Program Coordinator, who will place it in each student’s file in the Marketing Department.
A. General Information

Marketing Department

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For questions or information concerning

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Each semester, the Departmental Administrative Assistant will distribute rosters with faculty and Ph.D. student teaching schedules, contact information and office hours. Information about faculty and student interests and background can also be accessed through the departmental website at http://business.nmsu.edu/academics/marketing.
B. Helpful University Websites

- Department of Marketing Website [http://business.nmsu.edu/academics/marketing](http://business.nmsu.edu/academics/marketing)
- Financial Aid & Scholarships [http://fa.nmsu.edu](http://fa.nmsu.edu)
- Graduate School [http://gradschool.nmsu.edu](http://gradschool.nmsu.edu)
- Library [http://lib.nmsu.edu/index.shtml](http://lib.nmsu.edu/index.shtml)
- Award Announcements [http://gradschool.nmsu.edu/gradschool/announcements.html](http://gradschool.nmsu.edu/gradschool/announcements.html)
- Fellowships and Grants [http://gradschool.nmsu.edu/fellowships](http://gradschool.nmsu.edu/fellowships)
- Graduation Deadlines [http://gradschool.nmsu.edu/deadlines/index.htm](http://gradschool.nmsu.edu/deadlines/index.htm)
- Graduate Student Forms [http://prospective.nmsu.edu/graduate/forms/index.html](http://prospective.nmsu.edu/graduate/forms/index.html)
- Dissertation guidelines [http://gradschool.nmsu.edu/Guidelines](http://gradschool.nmsu.edu/Guidelines)
- Health insurance benefit program [http://hr.nmsu.edu/benefits/gradhealth/index.html](http://hr.nmsu.edu/benefits/gradhealth/index.html)
- Tuition, fees, and other expenses [http://catalog.nmsu.edu/grad-2011-2012/01-general/tuition.html](http://catalog.nmsu.edu/grad-2011-2012/01-general/tuition.html)
- Graduate Student Catalog [http://catalog.nmsu.edu](http://catalog.nmsu.edu)
- Workshops [http://gradschool.nmsu.edu/workshops/index.htm](http://gradschool.nmsu.edu/workshops/index.htm)

C. Report Dates and Holidays for Ph.D. Students


“Graduate assistants are entitled to fall and spring breaks as well as the same holidays of faculty and staff. Refer to the current academic calendar for information on reporting dates and holidays. Students can also speak to their supervisors about make-up hours during fall and spring breaks.”

D. Leave of Absence/Continuous Enrollment

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

E. Withdrawal From the Graduate School

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

A. Program Goals and Objectives

The broad goal of the Ph.D. program is to provide students with the theoretical, research, and applied capabilities to pursue successful careers in academia, consulting, and administration. Students are expected to achieve the following goals:

- Obtain a general theoretical grounding in the disciplines of business and thorough understanding of the literature in an area of concentration.
- Develop student skills necessary for the successful dissemination and instruction of marketing concepts and marketing management practices.
- Develop research skills to identify, diagnose, test, and act on issues of interest to organizations, marketing managers, and relevant social systems. Specifically, students will be prepared to conduct original research that expands the knowledge base in their field. In addition, students should develop skills in communicating knowledge through written and oral presentations.
- Acquire an understanding of ethics, values, and integrity related to professional activities and relationships.

B. Course Schedule

The Marketing Department requires satisfactory completion of courses in four areas:

Marketing: Conceptual Foundation (15 hours)

- MKTG 601 Marketing Management Seminar (3 credits)
- MKTG 620 Research-Theory Interface Seminar (3 credits)
- MKTG 625 Consumer Behavior Seminar (3 credits)
- MKTG 670 Marketing Theory Seminar (3 credits)
- MKTG 690 Special Topics Seminar (3 credits)

Marketing Research Methods/Tools (21 minimum hours)

Courses include the following listed below. Remaining hours to be determined in consultation with faculty mentor.

- A ST 505 Statistical Inference I (4 credits)
- A ST 506 Statistical Inference II (3 credits)
- A ST 507 Advanced Regression (3 credits)
- MKTG 610 Marketing and Scientific Method Seminar (3 credits)
- A ST 555 Multivariate Analysis (3 credits) or MKTG 630 (Multivariate Statistics) if offered
- MKTG 640 Measurement and Structural Equation Modeling (3 credits)
- Additional Methods Course (3 credits)
Supporting Graduate Coursework (12 hours)

Background Courses

Deficiencies will be determined at time of admission and may require additional course requirements in any/all of the following areas depending on academic and professional background:

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

Typical Sequence, Coursework for Ph.D. in Marketing

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall Term</th>
<th>Spring Term</th>
<th>Benchmark</th>
</tr>
</thead>
</table>
| 1    | MKTG 601 Marketing Management or Support Area Course  
|      | MKTG 670 Marketing Theory or Support Area Course  
|      | A ST 505 Statistical Inference | MKTG 625 Consumer Behavior or Support Area Course  
|      |                          | MKTG 620 Research-Theory Interface or Support Area Course  
|      |                          | A ST 506 Statistical Inference | Qualifying exam (early Spring)² 
|      |                          |                          | Program of Study and Doctoral Committee approval (Fall/early Spring) |
| 2    | MKTG 610 Marketing and the Scientific Method  
|      | A ST 507 Advanced Regression  
|      | MKTG 630 Multivariate Statistics | MKTG 640 Structural Equation Modeling  
|      |                          | MGMT Pedagogy Seminar  
|      |                          | MKTG 690 Special Topics Course | First Research Paper  
|      |                          |                          | Third Semester Progress Review³ |
| 3    | MKTG 670 Marketing Theory or Support Area Course  
|      | MKTG 601 Marketing Management or Support Area Course  
|      | MKTG 700 | MKTG 620 Research-Theory Interface or Support Area Course  
|      |                          | MKTG 625 Consumer Behavior or Support Area Course  
|      |                          | MKTG 700 | Second Research Paper  
|      |                          |                          | Fifth Semester Progress Review |
| 4    | MKTG 700  
|      | MKTG 700  
|      | MKTG 700 | MKTG 700⁴ | Dissertation Proposal  
|      |                          |                          | Doctoral Dissertation Defense |
|      |                          |                          | Seventh Semester Progress Review |

¹ Support Area Courses may include one MKTG 698 Independent Study; in fall of Year 1, the Support Area Course must be approved by either the faculty mentor or Ph.D. Coordinator
² Includes marketing faculty members’ collective review of the exam portfolio described in this handbook.
³ Third, fifth, and seventh semester progress review. Conducted early in the spring semester to evaluate progress toward Ph.D. and assistantship responsibilities.
⁴ MKTG 700 Dissertation Credit Hours. Each student must complete 18 dissertation credit hours to receive a Ph.D. degree.
The MKTG 690 seminar provides an orientation to the marketing academic community, the value of becoming an active member in that community, insights into achieving each student’s desired academic goals, and processes to aid planning each student’s academic career.

Requisite deliverables for this course include the following:

- Submission of an updated academic curriculum vitae.
- 15-minute oral presentations of first and/or second year research papers.
- Creation of job application materials (curriculum vitae, letter of interest, teaching philosophy statement, research summary, and three letters of reference).

D. Summer Commitments

Typically, graduate students will teach one class each summer and be assigned additional responsibilities to earn the full 20 hours of graduate assistantship. Although assigned duties are decided based on consultation with the faculty mentor, Ph. D. Coordinator, and Department Head, these duties generally include assistance with (1) assessment, (2) new student registration orientations, and (3) other activities related to instruction and research. Students must seek prior approval from the Department Head for any travel/absence from campus during the scheduled summer sessions.

E. Assessments of Progress Toward Degree

Passing the following assessments is required to complete a Ph.D. degree in marketing.

- Third, Fifth, and Seventh Semester Progress Reviews
- Qualifying Exam
- Second Year Research Paper
- Third Year Research Paper
- Comprehensive Exam
- Dissertation Defense
F. Third, Fifth, and Seventh Semester Reviews by Faculty Mentor (See Appendix B)

Soon after the third, fifth, and seventh semester for each student cohort, the Marketing Department faculty will meet and collectively offer input on each student’s performance in teaching, research, and service. Each faculty mentor will make notes relevant to his/her assigned student. When a student is assigned as the instructor of record for a course, the faculty mentor also will review the student’s course materials as part of the evaluation process. These materials will include the course syllabus, the student teaching evaluations (provided to the mentor by the Department Head), and any other relevant information. All written reviews will be submitted to the Ph.D. Coordinator within one month of the collective faculty meeting. These reviews will then be reviewed and signed by the Ph.D. Coordinator and the Department Head. The faculty mentor will schedule a formal debriefing with his/her assigned student shortly after the beginning of the fourth, sixth, and eighth semester to discuss the written review. Any disputes about the review must be resolved in a joint meeting with the student, the Ph.D. Coordinator, the Department Head, and the faculty mentor, within the two weeks immediately following the review meeting with the faculty mentor.

G. Qualifying Exam and Related Portfolio Contents

The Qualifying Exam is based on a departmental review of the student’s Qualifying Exam Portfolio. The departmental review must occur before spring break of the student’s first year. All students must submit their exam portfolios to the Ph.D. Program Coordinator on or before March 1 of their first year in the Ph.D. program.

Contents Compiled by Students. The exam portfolio will contain the following content:

- Title page
- Curriculum vitae
- Unofficial transcript including first semester grades
- First semester progress review with all signatures
- Statement of purpose and career goals
- A self-assessment of progress
- Samples of work submitted in the first two marketing seminars
- The NMSU Graduate School form ‘Doctoral Qualifying Examination Form’ (to be completed by examination committee)
- The NMSU Graduate School form ‘Program of Study and Committee for Doctoral Students’ with tentative information entered for committee member appointments

Note: Forms can be accessed at [http://prospective.nmsu.edu/graduate/forms/index.html](http://prospective.nmsu.edu/graduate/forms/index.html).
The Program of Study Form

The Program of Study form can be found at [http://prospective.nmsu.edu/graduate/forms/index.html](http://prospective.nmsu.edu/graduate/forms/index.html). Students should consult in advance with their faculty mentor to identify potential members for the committee, including the Graduate School’s Dean Representative from outside the department. This form is completed by the faculty mentor and Department Head at the time of the Qualifying Examination. Appointments of committee members will be made using the following criteria:

- A list of at least four committee members with the following qualifications:
  - All members hold a Ph.D. degree
  - Three members are members of the Marketing Department faculty
  - At least one member from outside the Marketing Department to serve as the Graduate School’s Dean Representative
  - A committee chair and at least one committee member from the Marketing Department
- Specification of a support coursework (12 credits)
- A list of courses totaling 48 hours of graduate credit hours (including support coursework) 18 hours of MKTG 700 (doctoral dissertation credits)

NOTE: Doctoral Committee membership may change during the course of a student’s program to better align with the student’s research interests and needs, but the Doctoral Committee Chair should be established during the second year in the Ph.D. Program.

H. Second and Third Year Research Papers

The second and third year research papers are due by the last day of the spring semester.

Grading of the Research Papers. All members of the student’s course work committee will grade the papers according to the following rubric:

The Research Paper grading rubric is as follows:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Proficient (2)</th>
<th>Developing (1)</th>
<th>Unacceptable (0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement of Purpose</td>
<td>Articulates a specific problem and relevant scope for literature review. Statements of purpose flows logically from the introduction. The research problem clearly establishes relevance and significance to marketing.</td>
<td>The research issue problem is too broad or the description fails to establish the importance of the problem area.</td>
<td>Statement of the problem, significance, purpose or scope of the literature review was omitted or inappropriate.</td>
</tr>
<tr>
<td>Literature Review</td>
<td>Key constructs and variables connected to relevant, reliable theoretical and research literature. Narrative integrates critical and logical details from the peer-reviewed literature.</td>
<td>A key construct or variable was not connected to the research literature. Selected literature was from unreliable sources. Literary supports were vague or ambiguous.</td>
<td>The review of literature was missing or consisted of non-research based articles.</td>
</tr>
<tr>
<td>Criteria</td>
<td>Proficient (2)</td>
<td>Developing (1)</td>
<td>Unacceptable (0)</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Organization and Synthesis</td>
<td>A workable structure has been created for presenting relevant literature related to the constructs and variables of the proposed study.</td>
<td>The structure of the literature review is weak; it does not identify important ideas, constructs or variables related to the research purpose, questions, or context.</td>
<td>The structure of the literature review is incomprehensible, irrelevant, or confusing.</td>
</tr>
<tr>
<td>Research Propositions or Hypotheses</td>
<td>Connections to the literature review are obvious and significant. The propositions include specific constructs and variables which can be operationalized in future studies.</td>
<td>Connections to the literature review are unclear and/or debatable. The propositions include specific constructs and variables which may present serious concerns for future operationalization.</td>
<td>The literature review and stated propositions are disconnected. Constructs or variables not mentioned in the literature review are included in propositions.</td>
</tr>
<tr>
<td>Research Method Design (if applicable)</td>
<td>The design is both appropriate and mature (e.g., includes details of manipulations and measurements) and will address tests of hypotheses.</td>
<td>Design is specified in a way that makes obvious the link of hypotheses to the method design.</td>
<td>Design is generic and not linked well to the hypotheses.</td>
</tr>
<tr>
<td>Plan of Analysis (if applicable)</td>
<td>Specific plan (statistical tests) is specified and is appropriate given the hypotheses and measures.</td>
<td>A specific plan (statistical test) is proposed but not the best test for the proposed hypotheses.</td>
<td>Plan of statistical analysis is generic or clearly inappropriate given the proposed hypotheses.</td>
</tr>
<tr>
<td>Contribution</td>
<td>Discussion of how the study relates to and/or enhances the present and future scholarship is insightful and informed.</td>
<td>Discussion of how the study relates to and/or enhances the present and future scholarship is limited.</td>
<td>Discussion of how the research relates to and/or enhances present and future scholarship is severely limited or absent.</td>
</tr>
<tr>
<td>Professionalism</td>
<td>Cites all data obtained from other sources using appropriate citation style in both text and bibliography. No spelling or grammar mistakes.</td>
<td>Cites most data obtained from other sources using appropriate citation style in both text and bibliography. Some sources are non-scholarly and relate to the research focus but somewhat tangentially. Minimal errors in grammar and spelling.</td>
<td>Does not cite sources. Sources are disproportionately non-scholarly and do not clearly relate to the research focus. Unacceptable number of spelling and/or grammar mistakes.</td>
</tr>
</tbody>
</table>
Passing the Second and Third Year Research Papers requires satisfaction of the following:

- A passing score by two thirds of the faculty. [Note: A passing score based on a faculty member’s evaluation is one in which the faculty member did not rate performance with respect to any of the six rubric categories as unacceptable. Stated differently, the student’s work must be rated as either proficient or developing in all categories for it to be counted as passing.]
- The student’s submission of the paper to a peer-reviewed journal prior to the end of the upcoming fall semester. Students are encouraged to incorporate faculty feedback from the evaluation process into their revisions prior to their journal submission.

A copy of the journal submission confirmation must be sent to the Ph.D. Program Coordinator, along with a cover letter from the student saying that he/she is submitting this documentation as evidence for completion of the Second and Third Year Research Papers.

Not Passing results in the following:

- The student must meet with the Faculty Mentor and Ph.D. Program Coordinator, during which his/her performance on the paper will be discussed along with suggestions for redressing shortcomings.
- The student must revise the paper within four weeks of the aforementioned meeting. The scoring process for the revision will be the same as for the original paper. Passing also will require submission to a peer-reviewed journal, prior to the end of the next fall semester.
- Not passing on the second attempt constitutes grounds for expulsion from the Ph.D. program.

I. Comprehensive Exam

The submission of a written dissertation proposal and subsequent defense of the dissertation proposal constitute the comprehensive exam for the Marketing Ph.D. Program. Students are responsible for seeking feedback from Dissertation Committee members and addressing members’ individual or collective concerns before scheduling the Oral Comprehensive Exam. The student is responsible for filing the necessary paperwork for the Ph.D. Oral Comprehensive Exam at least ten working days prior to the defense. (Find form at http://prospective.nmsu.edu/graduate/forms/index.html.)

A written draft of the dissertation proposal is due after the student completes the sixth semester of coursework and must be revised successfully to meet the demands of the Doctoral Committee before the beginning of the seventh semester. Failure to pass the written proposal AND subsequently schedule and pass the Oral Comprehensive Exam (i.e., oral defense of the written dissertation proposal) by the end of the spring semester of the fourth program year constitutes grounds for termination from the doctoral program. Specific details for content of the dissertation proposal are provided later in this document.

Comprehensive written exam requirement: As a prerequisite to sitting for the comprehensive exam, a doctoral student must have submitted two (2) scholarly manuscripts to an approved academic journal and received formal blind peer reviews. The student must be the lead author on both submissions. One of the two manuscripts must rely on numeric data. If the student has
submitted more than two manuscripts to an approved journal, he/she will select only two for submission in partial fulfillment of the comprehensive written exam.

The written comprehensive exam will be a packet that includes the two submitted manuscripts and associated peer reviews. In addition, the packet must include a dissertation proposal for an empirical research study. The proposal will present the research problem, relevant theory, hypotheses, methodology, data analysis, and indicative references. It must be double-spaced (using Times New Roman 12-point font with 1” margins), be limited to 15 pages, and begin with an abstract of 150 words or less. Up to seven (7) additional pages containing references and exhibits may be included. The proposal must use Journal of Marketing style.

The complete packet must be distributed to all committee members at least 10 working days prior to the oral comprehensive exam date.

Comprehensive oral defense requirement: The student will make a 45-60 minute presentation that covers roughly the following elements:

(1) Proposed research stream (roughly 45 minutes)
   i. Brief summary of primary area of research interests.
   ii. Outline of empirical dissertation study to be completed in the next year, including details on the research problem, relevant theory, hypotheses, methodology, data analysis, and proposed publication target. Data collection (or acquisition of secondary data) for the empirical study must begin after the oral defense is passed.
   iii. Explanation of how the proposed work will contribute to an initial research stream.

(2) Teaching philosophy, general teaching interests, and how they complement research interests (no more than 10 minutes)

The decision to pass/fail/adjourn the oral comprehensive exam will be based on (1) the student’s ability to design a high-quality research study, and (2) the contribution(s) of the study to the student’s defined area of research interest and to marketing theory and/or practice, and (3) the student’s ability to communicate his/her positioning as a marketing educator.

Rationale for proposed comprehensive exam: Requiring students to submit manuscripts for formal peer review prior to the comprehensive exam enhances their understanding of the scholarly review process, and is intended to enhance their training in the targeting, positioning, and development of scholarly manuscripts for publication. The written component of the comprehensive exam likely will be similar to a traditional dissertation document but also encourage students to consider how their dissertations fit within their research stream. The structure for the dissertation proposal aligns with proposal competitions in marketing (e.g., INFORMS, SMA). The oral presentation is meant to simulate the content of an initial job interview.

Final written exam requirement: After numeric data is acquired/collection and analysis is complete, the student must identify which journal—preferably from the approved list—will be targeted; any journal not on that list must be approved by all committee members. The written requirement for a final defense will be a manuscript prepared according to the formatting
guidelines of the approved journal. The manuscript may include more than one study (e.g., a
data set/study completed earlier in the student’s career) but MUST rely on data
collection/analysis completed for the dissertation phase of the doctoral program. If additional
studies beyond that proposed/completed for the dissertation are included in the manuscript,
appropriate credit must be attributed before submission to a journal.

The student must be the first-listed author of the manuscript submitted for the final exam
written requirement. It must be distributed, with consent of the dissertation committee chair,
to all committee members at least 10 working days prior to the scheduled defense date.

Final oral defense: The student will formally present his/her research and conclude with a
discussion of how this work, in conjunction with other work completed to date, contributes to
the student’s planned research stream. The decision to pass/fail/adjourn will be based on the
quality of the research execution and data analysis, the interpretation of findings, and the
oral/written presentation of the research.

After successful defense of the dissertation research, the manuscript should be submitted as
soon as possible for formal peer review and publication. In cases where additional studies
beyond the dissertation study are included in the manuscript, all persons who contributed
meaningfully to those studies should be added as co-authors prior to journal submission.
Similarly, committee members and/or other colleagues who contributed meaningfully to
revising the manuscript submitted for final defense should be added as co-authors prior to
journal submission.

Rationale for proposed final exam: The submission of a manuscript targeted to a particular
journal is meant to expedite students’ early publishing success and overall publication record. In
addition, the process sets guidelines that promote comparability of expectations across
dissertations.

Acceptable Outlets for Peer Review*

| • Journal of Academy of Marketing Science | • Journal of Marketing Education |
| • Journal of Advertising | • Journal of Marketing Research |
| • Journal of Advertising Research | • Journal of Personal Selling and Sales Management |
| • Journal of Business Ethics | • Journal of Public Policy & Marketing |
| • Journal of Business Research | • Journal of Retailing |
| • Journal of Consumer Research | • Marketing Science |
| • Journal of Marketing | • Psychology & Marketing |

*The outlets are not intended to delineate a list of “top journals.” Rather these are selected as outlets that are
typically viewed favorably by institutions where our students might take future academic positions.

J. Advancement to Candidacy

• Advancement to candidacy means the student has completed all degree requirements but
the dissertation (ABD status).
• Students advance to candidacy upon the successful completion of all portions of the comprehensive examination, the recommendation of the advisory committee, and the approval of the Graduate School dean.

• Once students advance to candidacy, they must enroll in MKTG 700 (doctoral dissertation credit hours).

K. Doctoral Dissertation

Every student submits a dissertation embodying the results of original research. The dissertation shows an ability to conduct an independent investigation that contributes to knowledge. The dissertation displays a mastery of literature in the subject field, presents a well-organized and coherent development of ideas with a clear exposition of results, and provides a critical discussion of the limits and validity of conclusions.

Students must complete 18 hours of doctoral dissertation hours for the doctoral degree. The Graduate School provides further information about dissertation content. The Graduate School provides a manual of Dissertation Guidelines (see http://gradschool.nmsu.edu/Guidelines). Students must enroll for dissertation credit hours (MKTG 700) until successfully defending the dissertation. He/she must demonstrate that progress is being made toward completing the dissertation.

The dissertation advisor will evaluate the student each semester he/she is enrolled in dissertation credit hours as either making progress or no progress. Grades for MKTG 700 credits will follow the guidelines specified in the Graduate Catalog. The details are excerpted below for convenience.

“In grading master's and doctoral research and thesis work in progress, the instructor reports for each enrollment period the symbol PR (Progress) or U (Unsatisfactory) in place of a grade. “Progress” indicates that the student has devoted an adequate amount of time to the work scheduled but gives no indication of its quality. “Unsatisfactory” indicates that the student has stopped work or is doing work of unacceptable quality. These symbols remain on the student's transcript permanently. Only those credits graded PR (Progress) accumulate toward the minimum number of credits of research required.

After having submitted a series of PR (Progress) or U (Unsatisfactory) symbols, the instructor shall report a grade at the conclusion of the final oral examination, or no later than the date the thesis is submitted for the signature of the graduate dean. If the thesis or dissertation and the performance in the final oral examination are found to be acceptable, the instructor shall report S (Satisfactory), which grade applies to the preceding series of registrations graded Progress and Unsatisfactory and denotes the overall quality of the entire series. If the thesis or dissertation or the performance in the final oral examination is found to be unacceptable, the instructor shall report U (Unsatisfactory), which grade applies only to the credits of research for the enrollment period in which the examination is administered.

Students who accumulate a total of two Unsatisfactory grades in courses numbered 598 (approved courses), 599, 600, 699, or 700 will be placed in provisional status. Three Unsatisfactory grades in these courses will result in dismissal from the Graduate School.”
L. Termination of Program Graduate Assistantships
Assistantships will typically terminate the end of the first summer term in the student’s fourth year. Students are required to remain on campus and available for assignment of graduate assistant responsibilities for the duration of their assistantships to earn assistantship monies.

M. Program Checklist

Appendix C in this handbook provides a checklist for major responsibilities and activities that occur through the four year program.

N. Grievances
If, at any point in the program, a student believes he/she has been unjustly treated, that student is encouraged to discuss that treatment with the person(s) involved and/or with a faculty advisor. If such a discussion does not resolve the problem, then the student is encouraged to refer to the section of the Graduate Catalog entitled “Disciplinary Issues for Graduate Students,” which is located online at http://catalog.nmsu.edu/grad-2011-2012/01-general/regulations.html.
RESEARCH

A. Training (Beyond Coursework)

Internal Review Board (IRB) Training on the Use of Human Subjects. Completion of this training is required for all principal investigators, co-principal investigators, and faculty advisors. The NMSU IRB uses the training course offered by the National Institutes of Health. A copy of the training certificate for each individual must accompany all applications for human subject research.

Marketing Ph.D. students are required to do the following prior to their dissertation or prior to serving any of the roles noted previously.

- Complete the online NIH training course.
- File a copy of the completion certificate with the Marketing Department secretary.
- Complete and file appropriate IRB approval forms for any research involving human subjects.
- Attend workshops on the conduct of research as recommended by the Ph.D. Program Coordinator or Marketing Department Head.

IRB training and forms may be accessed at http://research.nmsu.edu/compliance/IRB/forms.html.

Standards of Scholarship Practice and Conduct. During the Marketing Ph.D. Career Orientation Seminar (MKTG 690), students are asked to review published standards of scholarship practice and conduct.

This session will include review of the following:

- Ethical principles of the discipline as described in various pedagogical marketing academic journal articles.

B. Recommended Practice

Submissions and Presentations at Academic Conferences. Success in competing for awards during the Ph.D. program and academic jobs are tied to demonstrating the ability to publish. Conference venues offer an opportunity to build academic skills in a demonstrable way. It is highly recommended that students begin participating in academic marketing conferences during their first year.

Co-authoring with Faculty and Peers. One way of enhancing learning and productivity is through co-authoring with faculty and peers. Students are urged to discuss with relevant faculty members how co-authorship and order of authors is decided prior to initiating a team-based study.
A. Training

**Assignment of Faculty Mentors.** The Ph.D. Program Coordinator, in consultation with the Marketing Department Head, will assign a faculty mentor to each Ph.D. student. The faculty mentor should be consulted for a variety of issues that do not involve teaching. These are as follows:

- Curricular advisement
- Course design and instructional guidance
- Selection of your supporting coursework
- Completion of the Program of Study form and committees
- Assistance in selecting appropriate conference and journal venues for your work

Importantly, the faculty mentor should be consulted for the following activities related to teaching:

- Review of the course content and syllabus for taught courses
- Review of coverage of College AOL (Assessment of Learning Goals) for all taught courses
- Questions about improving teaching effectiveness
- Questions about problematic teacher-student interactions
- Questions about appropriate grade distributions

**Canvas Training.** Canvas training is required during the first semester in the Ph.D. program. Canvas is used to create, manage and deliver course content and materials online. Canvas Training is offered by the NMSU Information and Communications Technology (ICT) Department ([http://ict.nmsu.edu](http://ict.nmsu.edu)). Canvas is a useful online tool to supplement face-to-face classes, support blended classes (partially online and partially in-class), and facilitate web-based courses.

This training is provided only at the beginning of a semester as demand requires. There are no prerequisites. The class is free.

Training materials and information about workshops can be accessed at [http://learning.nmsu.edu/canvas/](http://learning.nmsu.edu/canvas/)
Telephone 575.646.5125
Email: training@nmsu.edu

**Recognition of Assessment of Learning Goals.** Students are expected to be aware of the College of Business Learning Goals. These are learning goals for students assessed by the College of Business to aid in detecting needed revisions to the curriculum. Assessment of learning is an integral part of the requirements for accreditation by the AACSB. Expectations for Ph.D. students include:

- Participation in Assessment of Learning Training sessions as requested by the Department Head of Marketing
• Participation in assessment of the learning goals as required by the Department Head of Marketing
• Awareness of the College’s learning goals for undergraduate students
• Explicit incorporation of relevant learning goals into course content and syllabi where relevant

The undergraduate learning goals are referenced at http://business.nmsu.edu/academics/aol/bba.

Recognition of Ethical Issues Related to Teaching. Students are expected to be aware of NMSU policies related to ethical issues that emerge in teaching contexts. They should actively seek information from their faculty mentors. In addition, they are expected to read and develop an informed understanding of the following:

• NMSU Policy administered by Office of Institutional Equity/EEO (visit http://www.nmsu.edu/~eeo/index.html)

Training by the NMSU Teaching Academy. As recommended by the Ph.D. Program Coordinator in consultation with the Marketing Department Head.

B. Practice

Teaching Assignments. Teaching assignments matching specific courses to specific Ph.D. students will be made by the Marketing Department Head. Once a teaching assignment has been made, students should confer with their faculty mentor on course and syllabus development.

Course Pack/ Textbook Orders. Textbook orders for courses are made in the semester that precedes it. Instructors must select a textbook, locate the ISBN number, log into www.NMSUbookstore.com, and click on the ‘faculty’ tab, and complete textbook orders as directed. Upon request, most publishers will send copies of textbooks for review. Textbooks for instructor review must be requested through the Marketing Department secretary.

Course Content and Syllabus Development. The content and syllabus used in your course should be approved by a faculty mentor. Outside the business discipline, an excellent guideline is posted by the American Speech-Language-Hearing Association, entitled “Construction of a Course Syllabus” (http://www.asha.org/academic/teach-tools/syllabus.htm.)

Before teaching an online course, students should: (1) attend an NMSU Teaching Academy workshop that discusses the design of online courses, and (2) consult Marketing Department faculty members who teach online.

Recognition of the Relevance of Assessment of Learning (AOL) Goals. Where relevant, explicit incorporate relevant learning goals of the College of Business into course content and syllabi (http://business.nmsu.edu/academics/aol/bba).
**Grade Distributions.** Most often grade distributions in a given class will follow a normal distribution. Please consult a faculty mentor for insights into typical grade distributions for specific courses.

**Evaluations of Teaching.** Undergraduate students are asked to evaluate their instructors at the end of each semester. These evaluations are performed in Canvas. To maintain student anonymity, the Marketing Department creates the surveys, downloads the results, and provides a copy of the report. Each semester, instructors should do the following:

- Select questions for Students’ Evaluation of Teaching (see the Marketing Department secretary). There is a battery of questions but some are more relevant than others for each course. Hence, instructors should select an appropriate subset of questions.
- Remind students near the end of the semester to complete the evaluation.
SERVICE

Ad Hoc Participation in Research Review Activities. Reviewing for journals and conferences are services that academicians contribute to their profession. Such contributions are usually made at somewhat mature stages of one’s career, such as after publishing a major article or becoming an advanced assistant professor. Some journals ask faculty members who serve as reviewers if they are interested in nominating a Ph.D. student reviewer whom they wish to mentor as a journal reviewer. If a faculty member offers you such an opportunity, be aware it is a rare honor.

Participation in Marketing and Business College Colloquium. Ph.D. students are asked to participate in the Marketing Colloquia and the Business College Seminar Series (which runs year round) not only as a speaker but as an audience participant who can learn and offer insights.

Training and Preparation of the Job Packet for Academic Job Interviews. Continued participation in Marketing academia will build largely from securing a Marketing faculty position at an institution of higher education. To prepare Ph.D. students, the MKTG 690 (Marketing Academic Career Orientation) course will cover the norms of the field, which are quite strong, regarding the proper process to apply for academic jobs in marketing.

At a minimum, students will need to prepare a job packet that contains the following:

- A mailing list of schools where they plan to apply (where they have identified the proper contact person).
- Three letters of introduction from a dissertation advisor and two other dissertation committee members.
- A curriculum vitae.
- An extended dissertation abstract.
- A teaching philosophy statement.
- Sample working papers.

This packet should be compiled in May of the third year in the Ph.D. program so that those packets can be mailed in June/July prior to the annual American Marketing Association Educators’ Conference—where job interviews are held—in early to mid-August.

Other conferences that occur after August also offer venues for job interviewing. These will be discussed in the MKTG 690 seminar.
APPENDIX A

Receipt of Doctoral Student Manual of Policies and Procedures

I have been issued a copy of the NMSU Marketing Department’s *Doctoral Student Manual of Policies and Procedures* and understand all information covered.

________________________  ____________  __________________________  ____________
Student signature Date Ph.D. Program Coordinator Date
Marketing Department

________________________
Student printed name please write legibly
PhD Student /Graduate Assistant______________________________

Semester/Year______________________________________________

Faculty Evaluator: ___________________________________________

This form is to be used to evaluate Ph.D. student performance in (a) responsible execution of graduate assistant responsibilities, (b) development of scholarly research skills, and (c) professional growth as a marketing educator. The form is completed by the student's mentor/advisor at the point in time of this evaluation. In all cases, the advisor/chair is asked to get formal relevant input from any faculty that teach, collaborate and/or supervise the student in university sponsored activities.

When a student is assigned as the instructor of record for a course, the evaluator must review the course syllabus, the student teaching evaluations, the distribution of student grades and any other relevant information before completing this review. Copies of teaching evaluations will be provided to each mentor/advisor and the reviews must be complete, with signatures from the PhD Coordinator and Department Head, before the start of the next semester. A formal debriefing between the student and his/her faculty advisor must also be conducted before the first day of instruction for the next semester at which time the student and advisor must sign the form. A student may schedule a meeting with the Marketing Ph.D. Coordinator, the Department Head and the faculty advisor/chair to resolve any disputes concerning the evaluation within the first two weeks of the term immediately following the evaluation period.

Comments on overall performance (Please provide comments to encourage continued growth and development. Also, specify actions required to address any "Fails to meet expectations" ratings assigned in rubric.)

__________________________________________ Date ______  ________________________ Date ______  __________ Date ______
Evaluator Signature  Marketing Ph.D. Coordinator Signature  Faculty Evaluator Signature

__________________________________________ Date ______
Department Head Signature

Graduate Assistant: I certify that this evaluation has been discussed with me and accept this as a reasonable assessment of my work over the last term.

__________________________________________ Date ______
Graduate Assistant Signature
RATING SCALE AND DEFINITION OF RATING TERMS (Mark the appropriate space)

- **Exceeds Expectations**: Accomplishments routinely exceed expected level or essential requirements.
- **Meets Expectations**: Performance meets standards of job requirements as specified by 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.

<table>
<thead>
<tr>
<th>Factors:</th>
<th>Exceeds Expectations</th>
<th>Meets Expectations</th>
<th>Fails to meet Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible execution of graduate assistant responsibilities</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality of Work</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Student produces work that meets high standards of quality.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time &amp; Task Management</td>
<td></td>
<td></td>
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<tr>
<td>Student is dependable in reporting to faculty at faculty designated times and completing assignments on time.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Development of scholarly research skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis Skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student demonstrates competence in data analysis and interpretation consistent with level of training provided.</td>
<td></td>
<td></td>
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<tr>
<td>Communication Skills</td>
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<td></td>
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<tr>
<td>Student effectively communicates research ideas in oral and written communications.</td>
<td></td>
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<td></td>
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<tr>
<td>Productivity</td>
<td></td>
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<tr>
<td>Student demonstrates reasonable progress in development of manuscripts and research projects.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Professional growth as a marketing educator (NA when not assigned as instructor of record)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course design</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Content coverage is consistent with goals of the curriculum. Course is taught using teaching tools and techniques appropriate to the delivery format and curriculum goals.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Class Management</td>
<td></td>
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</tr>
<tr>
<td>Instructor develops and implements effective strategies that encourage and challenge students to excel in their learning.</td>
<td></td>
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<tr>
<td>Learner satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student feedback and evaluations reflect satisfaction with course and instructional quality.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dissertation Progress</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To be completed only when student takes MKTG 700 credits.</td>
<td></td>
<td></td>
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<tr>
<td>Overall Progress Evaluation</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### Yearly Checklists

#### Year 1

<table>
<thead>
<tr>
<th>CHECKLIST</th>
<th>Year 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full load of coursework</td>
<td>See Sample Course Schedule</td>
</tr>
</tbody>
</table>

**Teaching**
- Attend Canvas training in first semester.
- Participate in teaching training offered by the Teaching Academy or provided by NMSU workshops as recommended by a Faculty mentor and/or Ph.D. Program Coordinator.
- Seek guidance and counseling from faculty mentor on course design and instruction.
- Order textbook ([http://nmsu-lascruses.bncollege.com](http://nmsu-lascruces.bncollege.com)).
- Create syllabus. Solicit feedback from a faculty mentor. Include assessment of learning responsibilities as directed by Marketing Department Head, and revise it accordingly.
- Select questions for Students’ Evaluation of Teaching (see Marketing Administrative Assistant).
- Review student evaluations of teaching for formative improvement purposes. Consult with faculty mentor on improvements as needed.

**Milestones/Assessments:**
- Meet with faculty mentor before the start of each semester (as applicable) to discuss progress in Ph.D. program.
- Sign form and insure copy is included in the student file maintained by the Marketing Department. Prepare Qualifying Exam Portfolio and submit to the Ph.D. Program Coordinator by March 1.
- Insure receipt of Qualifying Exam results and Program of Study forms at Graduate School.
## Checklist

### Year 2

<table>
<thead>
<tr>
<th>Full load of coursework</th>
<th>See Sample Course Schedule</th>
</tr>
</thead>
</table>

### MKTG 690 Requirements

- Students must make a research presentation that shows the ability to devise a research method for testing theoretically derived hypotheses or for developing grounded theory. Typically, this presentation will relate to the Third Semester Research Paper topic/submission.
- Attend and participate in scheduled seminars.
- Submit updated curriculum vitae at the start of the spring semester.

### Teaching

- Participate in teaching training offered by the Teaching Academy or provided by NMSU workshops as recommended by Faculty mentor and/or Ph.D. Program Coordinator.
- Seek guidance and counseling from faculty mentor on course design and instruction.
- Order textbook ([http://nmsu-lascruces.bncollege.com](http://nmsu-lascruces.bncollege.com)).
- Create syllabus. Solicit feedback from a faculty mentor. Include assessment of learning responsibilities as directed by Marketing Department Head, and revise it accordingly.
- Select questions for Students’ Evaluation of Teaching (see Marketing Administrative Assistant).
- Review student evaluations of teaching for formative improvement purposes. Consult with faculty mentor on improvements as needed.

### Milestones/Assessments:

<table>
<thead>
<tr>
<th>Submit Third Semester Research Paper to PRJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Submit Third Semester Research Paper to acceptable peer-reviewed publication outlet, in consultation with faculty mentor.</td>
</tr>
<tr>
<td>Third Semester Review</td>
</tr>
<tr>
<td>- Meet with faculty mentor early in the fourth semester to discuss results of Third Semester Review. Sign form and insure copy is included in the student file maintained by the Marketing Department.</td>
</tr>
</tbody>
</table>
# NMSU Marketing Ph.D. Student Handbook

## Checklist Year 3

### Teaching

- Participate in teaching training offered by the Teaching Academy or provided by NMSU workshops as recommended by Faculty mentor and/or Ph.D. Program Coordinator.
- Seek guidance and counseling from faculty mentor on course design and instruction.
- Order textbook ([http://nmsu-lascruc,es.bncollege.com](http://nmsu-lascruc,es.bncollege.com)).
- Create syllabus. Solicit feedback from a faculty mentor. Include assessment of learning responsibilities as directed by Marketing Department Head, and revise it accordingly.
- Select questions for Students’ Evaluation of Teaching (see Marketing Administrative Assistant).
- Review student evaluations of teaching for formative improvement purposes. Consult with faculty mentor on improvements as needed.

### Milestones/Assessments:

- Submit Fifth Semester Research Paper to acceptable peer reviewed journal outlet, in consultation with faculty mentor.
- Meet with faculty mentor early in the sixth semester to discuss results of Fifth Semester Review. Sign form and insure copy is included in the student file maintained by the Marketing Department.
- Submit written dissertation proposal to the dissertation committee.
- Once the written dissertation proposal is deemed acceptable by all committee members, schedule an Oral Comprehensive Exam.
- Submit NMSU Graduate School *Doctorate of Philosophy Examination Form* with the Ph.D. Oral Comprehensive box marked at least 10 working days before the exam date.

### Full load of coursework

See Sample Course Schedule
# NMSU Marketing Ph.D. Student Handbook

## CHECKLIST

### Year 4

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

| Full load of coursework | • Register for doctoral dissertation credits or a 700-level class. (See Sample Course Schedule)  
|                         | • Consult NMSU Dissertation Guidelines at [http://gradschool.nmsu.edu/Guidelines](http://gradschool.nmsu.edu/Guidelines) for proper formatting. |

| Teaching | • Participate in teaching training offered by the Teaching Academy or provided by NMSU workshops as recommended by Faculty mentor and/or Ph.D. Program Coordinator.  
|          | • Seek guidance and counseling from faculty mentor on course design and instruction.  
|          | • Order textbook ([http://nmsu-lascrucens.bncollege.com](http://nmsu-lascrucens.bncollege.com)).  
|          | • Create syllabus. Solicit feedback from a faculty mentor, include assessment of learning responsibilities as directed by Marketing Department Head, and revise it accordingly.  
|          | • Select questions for Students’ Evaluation of Teaching (see Marketing Administrative Assistant).  
|          | • Review student evaluations of teaching for formative improvement purposes. Consult with faculty mentor on improvements as needed. |

| Milestones/Assessments: | • Submit materials for Progress Reviews at conclusion of the seventh semester, per instructions of faculty mentor. |

| Seventh Semester Review | • Meet with faculty mentor early in the eighth semester to discuss results of Ph.D. Program Progress Reviews from the previous semester. Sign form and insure copy is included in the student file maintained by the Marketing Department. |

| Ph.D. Final Oral Dissertation Defense | • During the expected semester of graduation:  
|                                      | • Apply for degree and pay fees  
|                                      | • Graduate School graduation deadlines online at [http://gradschool.nmsu.edu/deadlines/index.htm](http://gradschool.nmsu.edu/deadlines/index.htm)  
|                                      | • Submit NMSU Graduate School Doctorate of Philosophy Examination Form with the Ph.D. Final Oral Dissertation Defense box marked to the Marketing Department at least ten working days before the exam date. “Forms for Doctoral Students” may be found online at [http://gradschool.nmsu.edu/forms-index.html](http://gradschool.nmsu.edu/forms-index.html). |

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*If you have not registered for dissertation credits or a class, you cannot walk in the graduation ceremony that semester. Application for degree deadlines & fee payments occur early in the semester.*