

GRADUATE HANDBOOK
FOR THE PH.D. IN BUSINESS ADMINISTRATION
ORGANIZATIONS & STRATEGY CONCENTRATION

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<http://mgt.bus.utk.edu/current-phd/program-description.asp>

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3. Department Head Welcome Statement

Welcome to the Department of Management at the University of Tennessee. Our department represents a wide variety of research areas including strategy, entrepreneurship, organizational behavior and organization theory. The Organizations & Strategy (O&S) Ph.D. program attracts students interested in attaining the highest achievement in scholarship in strategic management and entrepreneurship.

The O&S doctoral program is committed to produce high-quality scholars capable of conducting and communicating significant and original research. Through a combination of coursework, teaching, research, and enrichment experiences, students should be prepared to be a strong researcher, instructor, and colleague. Our goal is to place students in tenure track positions at peer and aspirant research universities.

The hope of the O&S faculty is that your years in our program will lead to breakthrough research findings and improved management practice. Welcome again to the Department of Management and the Ph.D. concentration in Organizations & Strategy.

Anne Smith
Department of Management
August 2015

4. Introduction

Graduate School Introduction

In order to serve the mission and vision of the Graduate School and preserve the integrity of Graduate Programs at the University of Tennessee, Knoxville (UTK), information related to the process of graduate education in each department is to be provided for all graduate students. This Department Graduate Handbook does not deviate from established Graduate School Policies <http://catalog.utk.edu/content.php?catoid=2&navoid=27> noted in the Graduate Catalog, but rather provides the specific ways in which those policies are carried out.

Purpose of Handbook

This handbook is designed to supplement, not replace, the University of Tennessee, Knoxville's Graduate Catalog. All graduate students are expected to be thoroughly familiar with the Graduate Catalog, which contains the official policies and procedures of the UTK Graduate School.

In this handbook, the Organizations & Strategy (O&S) faculty identifies important standards and policies for students in our Ph.D. program. It should be noted that the standards and policies adopted by the O&S faculty often exceed those set by the Haslam College of Business or the University. Where there is a discrepancy, the student will be held to the more rigorous, departmental requirements.

Graduate Student Responsibilities

“Graduate students are expected to be aware of and satisfy all regulations governing their work and study at the university.” Students are required to be familiar with the *Graduate Catalog*, *Hilltopics*, and to the publications on the Appeals Procedure and the Graduate Assistant Handbook available on the Graduate School website (<http://gradschool.utk.edu/GraduateCouncil/AcadPoli/appealprocedure.pdf>).

O&S Structure and Contacts

The O&S Ph.D. Program Director administers the doctoral program in partnership with the other O&S faculty members. The Ph.D. Program Director is Rhonda Reger (rreger@utk.edu or 865-974-3161). The staff support person is Glenda Hurst (ghurst@utk.edu or 865-974-4843). All management faculty involved in teaching O&S doctoral courses and other interested research-active faculty form the O&S Ph.D. Program Committee and O&S Admission's committee.

History of Program

The Department of Management offered a Ph.D. in Strategic Management from 1975 until 1998, when the Management Department voted to put this Ph.D. program on hiatus. (A list of the previous Strategy Ph.D. graduates is provided in the Appendix of this document.) During the 2007-08 academic year, a new strategy program was designed. This program was renamed Organizations & Strategy to emphasize the organization theory component of the program. The program was launched in the fall of 2008 with six students. To celebrate the beginning of the O&S Ph.D. program, a former UT Ph.D. in strategy graduate and prolific strategy scholar Michael Lubatkin (University of Connecticut) visited the Department of Management and offered a series of seminars for our students. Since then, the program has hosted many visiting distinguished scholars

including Mike Hitt and Chuck Hofer. The first two students graduated from the revitalized strategic management program in 2011. Donde Plowman was the first O&S Ph.D. director (2007-2009), followed by Anne Smith (2009-2010), Franz Kellermanns (2010-2013), and Rhonda Reger (2013-present).

5. General Duties and Responsibilities of Faculty and Graduate Students

The Ph.D. Program in Organizations & Strategy develops doctoral students for careers as researchers, instructors and colleagues at major research universities. Candidates work closely with faculty while utilizing the resources from the State's flagship university. This concentration involves the study of organizations, from the perspective of the general manager, and focuses on the set of decisions and actions that define what an organization is and what it seeks to become in the context of the larger social and economic environment. Drawing on the organization science, strategic management, and entrepreneurship literatures, coursework in this program examines the internal organization (strategy, processes, structure and leadership and organizational behaviors), its overall performance, and its relationship with external environments. The overarching question all strategic management research seeks to address is what factors account for differences in organizational performance.

Course requirements include five Ph.D. seminars that cover research in organization and strategy. In addition, each student completes a set of research methods courses as well as courses in an outside but complementary support area (a "minor").

Ph.D. students at the University of Tennessee collaborate closely with our faculty on research projects, and regular research colloquia, and activities associated with the Academy of Management, the Strategic Management Society and the Babson College Entrepreneurship Research Conference. Many of our faculty are also active in the Southern Management Society. We expect full time commitment to the program and active participation in professional activities. At the same time, we expect students to satisfy all Department, College, and University requirements in a timely satisfaction.

We typically accept 2 students each year. Our expectation is that students will complete the program and secure a job within four years. Students may be able to secure fifth year funding through grants and teaching, if the PhD director and department chair agree that the student is on track to achieve a superior placement and agree the fifth year will allow the student to make progress on top tier publications to aid in that placement. Admitted students receive full financial support, which includes a tuition waiver and assistantship, to help cover living expenses for four years. Though an MBA is not a prerequisite, it or similar masters degree such as MS in economics, sociology or psychology is recommended. Students without a master's degree will be required to take some background courses (accounting, finance, marketing, economics, management), depending on their previous coursework and experiences.

6. Admission Requirements and Application Procedure

For Graduate School admissions information, please see also <http://gradschool.utk.edu>. Specifics to apply to the O&S program can be found at: http://bus.utk.edu/mgt/prospective/phd_app.asp.

Admission to the Organizations & Strategy program is open to qualified holders of bachelor's and/or master's degrees from accredited colleges and universities. Applicants are encouraged to apply from any field of study and many have entered the program from business, liberal arts, engineering, math, computer science and a host of other specialized fields. Admission is largely based on the applicant's record, overall standing compared with other applicants, and the target number of new students to be admitted to the program in a given year. We consider an applicant's evidence of superior achievement in prior academic and work experience and the scholarly potential and connection to management faculty research topics. Additional qualities include an inquiring mind, the ability to learn, and a commitment to an intellectually demanding program of study.

Normally, successful Ph.D. applicants will have:

- A grade-point average of at least 3.5 in the most recently completed 60 hours of work.
- A score on the Graduate Management Admission Test (GMAT) which places the student in the top 20 percent of examinees, and generally exceeds 600 (most incoming students score between 630 and 720).
- Strong recommendations from individuals who have had the opportunity to observe the applicant's interests, abilities, and commitment to a career of scholarship.
- Clearly articulated career plans that demonstrate the need for attaining a Ph.D. degree in Organizations & Strategy.
- Relevant work experience.
- Clearly articulated Organizations & Strategy phenomena about which they are interested (a strong curiosity about how things work in Organizations & Strategy).

Each applicant's entire academic and work record is reviewed carefully. Other factors often considered include motivation for pursuing an advanced degree; rigor of prior training; ability to contribute to the program's objectives; and prior work and academic performance most relevant for study in this program. Letters of recommendation and personal statements by the candidate also play an important role. Applicants may add supplementary material, where appropriate. Careful attention is given to the admissions application forms (both the College of Business Administration application and the University Graduate School application). A statement of the applicant's goals and objectives is recommended. Before acceptance into the program, the applicant may be interviewed via Skype or invited for a personal visit to meet with the faculty and discuss the program. Once admitted, a personalized program is tailored to fit the interests of each student.

We do not accommodate non-degree, conditional, probationary, or readmission requests. Some courses may be open to students not admitted to a UTK doctoral program, but this is on an exception basis and subject to approval by the Ph.D. Director and O&S professor teaching the seminar. Participation in courses without admission to the program cannot exceed two (2) O&S seminars.

7. Financial Support

Department Assistantships

The O & S Ph.D. program places heavy emphasis on the development of both research and teaching skills. Students serve as research assistants throughout the program and work closely with O&S faculty in their research efforts. Each student must serve as a teaching assistant as needed by the department and will have the opportunity to assume primary responsibility for an undergraduate class during the program. Students are expected to spend 20 hours a week on their assistantships, primarily focused on research with a faculty member (or members). Students who are responsible for a course are expected to spend 10 hours a week working on research with faculty and 10 hours of week on teaching. Research assistant work is not required or expected during the summer, reading days, legal holidays or exam days, but students are expected to continue to work on research projects in which they are co-authors throughout the year. Teaching related assignments (e.g., grading for professor) should not exceed 30% of the total graduate assistantship working time over the course of the academic year and not more than 50% in a particular semester. Our intention is for students to be assigned to one to three faculty members per year and to work for several faculty members during their time in the O&S program.

A department assistantship appointment (20 hours) for students in good standing pays a stipend for twelve months and includes a waiver of tuition. The stipend for most O&S Ph.D. students in 2014 was \$20,000 per year; this amount could change in the future years. Substantial doctoral student scholarships are also available for highly qualified candidates on a competitive basis. Students are required to pay fees. Summer teaching is often available and may be substituted for regular term teaching subject to the teaching needs of the department. Also, some faculty members are involved in individual grant research projects that require research assistants. Lastly, there may be some additional money available in the form of fellowships or department special projects.

Graduate School Assistantships and Fellowships

In addition to graduate research assistantships awarded by the Department, there are sources of financial aid available through College and University offices. The Bonham Dissertation Awards, provided by the Walter Melville Bonham Endowment, provides financial assistance to outstanding senior doctoral students in the Haslam College of Business so that they may devote a major portion of their time to completion of their research and dissertations. A limited number of these awards are made during the spring of each year. There are also awards from both governmental and business sources for students working on their dissertations. The Hilton A. Smith Graduate Fellowship is awarded to students who show outstanding academic performance and potential for career contributions. Application packets are available until February 1 in the Office of Graduate Admissions and Records and must be submitted with all supporting information by that date. Also, graduate students are eligible for some financial aid programs offered by the U.S. Department of Education. Contact the Office of Financial Aid for assistance with these programs (see paragraph below on financial aid).

Employment

The O&S Ph.D. program is a full-time program. Students may not be employed outside the department while in the program unless written permission is given. Permission is likely only when employment opportunities will enhance a student's research skills.

Travel Support by Department and Haslam College of Business

All students who are on the program at national or regional conferences approved by the Doctoral program director are eligible to apply for travel support from the Department of Management and Haslam College of Business (HCB). Depending on the fiscal circumstances, the Department will award up to \$500 per year for student travel, plus incentive travel funds are sometimes available as described below. The HCB will match the Department award up to \$300 if funds are available. The deadline for applying for travel support from the Department and HCB is approximately 3 weeks before the deadline to apply for the Graduate Student Travel Award (see next paragraph). If a student is not applying for the Graduate Student Travel Award (due to missed deadline, etc.), the student may apply for travel support from the Department and College one month before the scheduled trip. See Michelle Molter, Administrative Specialist, to obtain paperwork and approval of travel support. Allow a minimum of 6 weeks to apply for international travel.

Graduate Student Travel Award

The University Program and Services Fee (UPSF) Graduate Student Travel Award is administered by the Office of the Dean of Students in cooperation with the Graduate Student Senate and the Dean of the Graduate School. Allocations from this fund are utilized to provide travel awards for University of Tennessee graduate students attending professional meetings. The awards are made on the basis of merit, not need, and allow for partial reimbursement of transportation, lodging and registration expenses.

Travel award requests must be filed using the current UPSF Graduate Student Travel Fund application. Applications can be picked up at the Office of the Dean of Students (413 Student Services Building) or downloaded from the GSS website at <http://web.utk.edu/~gss>. Applications must be submitted to the Office of the Dean of Students by the following deadlines.

Summer Semester	April 15
Fall Semester	September 1
Spring Semester	January 15

Loans

Students must apply through the Office of Financial Aid and Scholarships for all loan programs. Loans are limited to U.S. citizens and certain permanent residents. Additional paperwork is required on subsidized/unsubsidized Stafford Loans, including the Free Application for Federal Student Aid (FAFSA). Students must be admitted into a degree program and be enrolled for a minimum of 6 credit hours each semester to receive student loans.

Four types of loan programs are administered by the Financial Aid office.

- Federal Perkins Loan (FAFSA must be on file).
- Subsidized Federal Stafford Loan (FAFSA must be on file).

- Unsubsidized Federal Stafford Loan (FAFSA must be on file).
- Graduate PLUS Loan (FAFSA must be on file).
- The University of Tennessee Loan.

Processing time varies from one loan program to another. All students receiving financial aid are expected to maintain satisfactory academic progress standards to remain eligible to receive aid. In addition, all students receiving federal financial aid must have a valid social security number. Information on these standards, applications, and additional information are available from the Office of Financial Aid and Scholarships, 115 Student Services Building.

Veteran’s Benefits

Veterans, reservists and widows or children of certain deceased or disabled veterans, who have been admitted to a degree program, may apply for benefits by contacting the Veterans Affairs Office in Room 209, Student Services Building.

8. Registration and Advising

Registration Procedures and Timelines

For first-year, incoming O&S doctoral students, the Ph.D. director will identify the required courses for the fall semester for the incoming student. The student will register with the help of the O&S administrative support staff. By June 1 of each year, each second and third year student who has not completed their coursework will identify his/her plan of courses for the coming year to the Ph.D. director. The director will review and suggest changes if needed. Students are required to receive prior approval for all coursework before enrolling in the course and must secure approval from the Ph.D. director for their program of study including minor and methods courses by November of their second year. A progression checklist is provided in the Appendix.

Minimum Total Credit Requirements

	<u>Credits</u>
Coursework 15 Courses (beyond the Business Core Knowledge Requirements)	45
Dissertation Hours	24
Minimum Total Credits	69

Registered dissertation hours is a minimum of 24 hours and a the maximum number of 99 hours

Incomplete Grades, Other Deadlines, and Readmission

The Management Department has adopted the guideline of three weeks from a course’s final exam for an O&S student to remove an incomplete grade, except under unusual circumstances. The Graduate School allows up to one year for completion of an incomplete, after which the incomplete will become an F.

Continuous Enrollment Requirements

Departmental policy states that students must remain in residence for the first three years of the Organizations & Strategy Ph.D. program. Along with residency is the requirement of continuous enrollment. The student must register continuously for MGT 600 (a minimum of 3 hours) from the

time the doctoral research proposal is approved, admission to candidacy is accepted, or registration for MGT 600 is begun, whichever comes first. This includes summer sessions and the semester in which the dissertation is approved and accepted by the Graduate School. A minimum total of 24 hours of MGT 600 is required before the dissertation will be accepted. A student who will not be using faculty services and/or university facilities for a period of time may request leaves of absence from dissertation research up to a maximum of 6 semesters. The request will be considered by the Graduate School upon request of the department chairperson or O&S Ph.D, director. All degree requirements must be completed within 8 years of beginning the Ph.D. program.

Full Time Status

In accordance with the Graduate School, an O&S doctoral student who is taking 9 hours of course credit is considered full time. We expect O&S students to take a three courses per semester during their first and second years. The O&S Ph.D. director will review and approve all classes before the student enrolls in them. Failure to obtain prior approval may result in the course not counting toward fulfillment of the degree. O&S students are also required to take a teaching effectiveness course and a database management course (Fin 599) during the summer following the first year. Fin 599 may be taken in the summer before the first year with prior approval of the PhD director. In all other summers, students may only take a maximum of one course per summer and devote the rest of their time to research including the summer research project, the dissertation and research for publications with faculty.

Selection of Advisor and Advising Committee

The Ph.D. director is the advisor to each O&S student with input by other faculty until a dissertation advisor is selected. Once a dissertation advisor is selected, this faculty member becomes the student's advisor. The dissertation advisor may require additional methods courses or short courses (such as offered by CARMA) to aid in the completion of the dissertation. Students should select the dissertation advisor with whom s/he would like to work. With the dissertation advisor, a committee is formed. We encourage students to select a dissertation committee before the start of the third year.

Dissertation Hours

Course 600 is reserved for doctoral research and dissertation hours. Initial registration for 600 should be determined by each department and generally corresponds to the time at which a student begins work actively on dissertation research. From this time on, students are required to register continuously for at least 3 hours of 600 each semester, including summer term. A minimum total of 24 hours of course 600 is required (see also the section on continuous enrollment requirements above).

9. Degree Requirements

The goals of the Organizations & Strategy Ph.D. program are to provide each student with an in-depth understanding of 1) the overall subject matter of Organizations & Strategy; 2) the skills required to conduct and communicate scholarly research; 3) the skills necessary to plan and instruct coursework in Organizations & Strategy; and 4) the expectations and demands of managing a successful career within the profession. There is no foreign language requirement for the Ph.D. in Organizations & Strategy.

The program is designed for full-time, year-round study. Students must earn a minimum of nine semester hours per semester. However, differences in the amount and quality of academic preparation, and the individual nature of doctoral level programs, preclude everyone from finishing in the same amount of time. However, some guidelines can be offered. Candidates can anticipate a four-year program from entrance to completion. A more detailed description of program content follows.

The Curriculum and Course Work

The curriculum for the doctor of philosophy degree program consists of four types of coursework: 1) core business and basic discipline courses, 2) research methods courses, 3) courses taken within the Organizations & Strategy concentration, and 4) courses taken in a minor or supporting field, such as sociology, economics, marketing, communications, psychology, international business, statistics, logistics, accounting or finance.

Business Core Knowledge

All Business Administration Ph.D. students must have demonstrated knowledge of business core subjects, including studies in marketing, management, finance, accounting and business policy. In addition, students may be asked to take remedial courses in mathematics and/or statistics if necessary. Students who have earned an MBA from an Association to Advance Collegiate Schools of Business (AACSB) accredited institution (or received a high grade in a course similar to the College of Business Administration's requirement) generally have met this requirement and may be allowed to waive all or most of these courses. Students who do not have a management background in industry or through academic course exposure are expected to audit the Management capstone course (Management 402) or another management course approved by the O&S Ph.D. Director during the first Fall Semester of the program. This will be determined on an individual basis with approval of the Organizations & Strategy Ph.D. Program Director and the consensus of the Organizations & Strategy faculty.

Organizations & Strategy Major Curriculum -- 5 courses, 15 credit hours

The Organizations & Strategy curriculum is designed to provide the student with a solid foundation regarding the theory, practice, and research methods used in Organizations & Strategy. Students are expected to develop a high degree of familiarity with, and appreciation of, the many facets of Organizations & Strategy, including its history, current thought of the discipline, and research traditions. In total, a minimum of 5 courses (or 15 semester hours) is required of the Organizations & Strategy concentration. A brief description of these five courses (as of Fall, 2012) is listed below:

- **MGT 616 – Overview of Entrepreneurship Research (3)**
Survey of entrepreneurship research and theory at various levels of analysis. Includes foundational work as well as sub-fields and special topics within entrepreneurship research.
- **MGT 617 – Seminar in Macro Organizational Behavior (3)**
Study of current theory and research in organizational behavior focused at the macro level. Attention to behavioral choice and decision making in organizations..

- **MGT 623 – Overview of Strategic Management (3)**
Survey of research and theory focusing on the interrelationship among strategy, structure, and performance at the organizational and industry levels. Business strategy, corporate strategy, entrepreneurship, governance, performance, environmental and industry forces, resource-based views of the firm.
- **MGT 624 – Advanced Strategy I: Behavioral and Cognitive Strategy (3)**
Managers at the apex of an organization; the cognition, behavior, and processes undertaken to form strategic direction. Who is involved, their strategic actions, processes, decision making over time, and performance/strategic outcomes.
- **MGT 625 – Advanced Strategy II: Organizational and Strategic Processes (3)**
Delves into process research in strategic management, with a primary focus on exploratory qualitative research. Topics include strategy formation processes, the practice of strategy, structural changes, the role of middle and top managers in strategic changes, merger and acquisition processes, international expansion processes, and processes related to organizational decline and death.

Note that Special Topics and Independent Study seminars may not take the place of the seminars that are required for Organizations & Strategy majors. They also do not take the place of the seminars for an Organizations & Strategy minor. (The only exception for minors is if they have taken an equivalent Quantitative Research Methods course elsewhere already, in which case they can substitute another 600 level course. For other requirements for minors, please see appropriate section.) These courses offer students an opportunity to be exposed to other topics in Organizations & Strategy or to deepen their learning in a particular area after meeting the basic course requirements of the program. The end product of the student's courses and research projects, including literature reviews, models, and/or studies generally result in papers of publishable quality to be submitted to conference proceedings or journals.

Supporting Field (Minor) – Minimum of 3 courses, 9 hours

In addition to the common program elements, the Ph.D. program requires each student to master an area of study outside the field of Organizations & Strategy management, either inside or outside of the College of Business Administration. A minimum of three courses (9 semester hours) are required for a supporting field.

Each student is expected to investigate course offerings across the University and develop a program of study related to his /her long-term research interests or dissertation. This program is subject to approval by the Organizations & Strategy Ph.D. Program Director. The minor may be taken in a related business discipline area, such as marketing, finance, or accounting. A student may also pursue content areas outside of business administration such as sociology, psychology or economics. Students may also select a minor field to enhance a research tool area (beyond the research methods requirements of the Business Administration Ph.D. Program) such as statistics, econometrics, or qualitative methodologies. Specialized study programs may be tailored to each student's interests. For example, a student may select specific courses from a single, established

discipline such as anthropology, communications, psychology, psychometrics, sociology, law or political science. In some cases, it may be possible to select courses from two or three highly related disciplines to construct a specialized study program. Course work should be designed to provide depth in a specialized topic and be related to a student's dissertation research.

Some support areas may have specific requirements for students who are pursuing a minor, such as Statistics. Students should check with the Ph.D. Director in that area for that program's requirements and expectations.

Research and Methods – Minimum of 7 courses, 21 credit hours

The Ph.D. program requires each student to master the tools and methods of basic and state-of-the-art research and to demonstrate competence in conducting such research. In the Organizations & Strategy program, the research methods core courses are designed to prepare all students for advanced research in strategic management and entrepreneurship. Other classes may be recommended or required on a case-by-case basis, considering the student's research interests. These might include courses in advanced econometrics, multivariate statistics, structural equation modeling, content analyses, mathematical modeling, grounded theory, and qualitative methods. Students without an adequate statistical background entering the program may be required to take Statistics 531, which will not count toward the Research Methods requirements. All students are encouraged to enroll in Math Boot offered by the Economics department (August 1 before the first semester) and to complete an on-line econometrics course in the summer before the first year. Additional specialized methods courses are offered by the departments of economics, psychology, sociology, communications, agriculture, and other areas across the university.

See Appendix A for a list of methods courses commonly taken by O&S doctoral students.

Additional Coursework

We encourage students to take advantage of additional courses in sociology, psychology, economics and other relevant areas during the third and fourth years. Students may audit these courses unless the professor requires registration or the student needs the course credit.

Pedagogical Coursework

Students at the end of their first year are expected to take BUAD 610 (or approved equivalent), a teaching preparation seminar. It is intended to provide initial teacher education training to Haslam College of Business Ph.D. students to prepare and manage a new course, manage a classroom, facilitate student learning, evaluate students and themselves, and handle challenging issues related to teaching. This course aims to increase instructor confidence and the ability to provide a successful learning environment. This course is generally offered in the May semester. If students are not expected to teach in the second year of their assistantship, the course may be postponed to the end of their second year with the expressed written permission of the department head and the director of the O&S Ph.D. program. In rare cases, where doctoral students possess extensive teaching experience, the course may be waived with the expressed written permission of the department head and the director of the O&S Ph.D. program.

Independent Research Project

A requirement of all Organizations & Strategy majors is an independent research project conducted after the first year of Ph.D. studies and under the direction of one member of the Organizations & Strategy faculty. These projects provide students with practical research experience as well as depth of knowledge in a specialized area within the Organizations & Strategy discipline. We expect these papers will also be presented to the faculty and graduate students during a Brown Bag seminar no later than the spring of the second year. This project is usually designed in the spring semester of the first year, data collection is conducted during the summer between the first and second year, data analysis completed in fall semester and final document and presentation are completed by the end of the second year. This research project must be completed before a student can sit for comprehensive exams. An O&S faculty member needs to advise this project and sign off when it is completed.

Admission to Candidacy

Students may apply for admission to candidacy for the Ph.D. degree after earning an average of “B” in the five O&S seminars, successful completion of comprehensive examinations, and acceptance by the student’s doctoral committee of a research proposal for the dissertation. Admission to candidacy must be approved at least one full semester prior to the date the degree is conferred (e.g., admission in the fall semester permits graduation in the following spring semester). The Admission to Candidacy form can be found in the appendix of this document.

The application for admission to candidacy must include a listing of all courses taken within each of the fields required for the degree. Graduate courses accepted from other institutions must be clearly identified. In addition, the admission to candidacy application must include the date of acceptance of the research proposal by the doctoral committee and any human subjects research authorization required by the university. The student’s doctoral dissertation committee and the O&S Ph.D. Director must approve the application before it is submitted to the Graduate School.

The Dissertation

The dissertation, which consists of significant scholarly research in the student’s major area of study, represents a critical development in the student’s career as a management scholar. The dissertation must demonstrate that the student has acquired a command of the Organizations & Strategy area being investigated and the ability to contribute original knowledge to the discipline. Students are encouraged to consult faculty members with whom they share research interests, for advice and assistance in the formulation of dissertation topics. A minimum of 24 semester hours is required for completion of the dissertation, which must occur within three years of the student’s advancement to candidacy. Commonly, students require 30 hours to complete the dissertation.

The Organizations & Strategy Ph.D. program requires all students to remain in residence at UTK for the first three years of their programs. In addition, it is *strongly recommended* that students remain in residence until the completion of their dissertations. At a minimum, students are expected to remain in residence in Knoxville until their dissertation proposals have been approved and their data are collected. Students wishing to leave the campus prior to the completion of data collection must submit a written petition for exception to this policy. The dissertation advisor, the Ph.D. Program Director, and the department chairperson must approve this petition.

Students are urged to take advantage of the thesis/dissertation program administered by the Graduate School. A variety of activities are provided, including thesis/dissertation workshops on a

variety of subjects. The Graduate School provides a schedule of all Graduate School workshops to be held that term. For more information, contact the thesis/dissertation coordinator, 218 Student Services Building, (865) 974-1344. In addition, students are urged to consult the *UTK Guide to the Preparation of Theses and Dissertations*.

Dissertation Committee

The O&S faculty expects that a student will defend a dissertation proposal within one year of completing comprehensive exams. Within six months of passing the comprehensive examination, the student must select a dissertation advisor and committee; many students select a dissertation advisor before completion of comprehensive exams. The student is expected to work closely with this committee to develop a written draft of the dissertation topic and research proposal.

Serious attention should be given to the composition of the student's dissertation committee. This committee must consist of at least four members (one chairperson and three members), at least two of whom must be from the student's major field and one of whom must be from outside the department. Only one member from outside the University is permitted. The chairperson and two of the members must be approved by the Graduate Council to direct doctoral research. The student is advised to select committee members in consultation with the dissertation advisor. Any changes in the composition of the committee must likewise be approved. Once the committee signs the research proposal, the student is guaranteed to graduate with a doctorate upon the satisfactory completion and write-up of the dissertation, even if the research fails to produce statistically significant results. For more details on selection and approval of a dissertation committee, see the *Graduate Catalog*.

Dissertation Proposal Defense

The student must defend a dissertation proposal before his/her committee at an open meeting that all interested faculty may attend. All doctoral students are required to attend all proposal defenses. For a meeting to be open there should be a general advance announcement to the faculty and doctoral students in the student's area of study and a location chosen that will accommodate all interested parties who want to attend. The formal conduct of the defense is the responsibility of the student's dissertation committee, with the final decision regarding the approval of the proposal resting solely with the committee. Following the proposal defense, the dissertation committee should provide feedback of substantive criticism and/or required modifications.

Final Dissertation Defense

Consistent with the guidelines stated above, the final dissertation defense will be made in an open meeting orally to the student's dissertation committee and other interested faculty. All doctoral students are required to attend final defenses. Students should receive feedback from all committee members before the defense. Feedback of substantive criticisms and/or required modifications is provided to the student. The committee may stipulate minor changes to the dissertation without requiring an additional defense. The Graduate School office and the Haslam College of Business Dean must be notified prior to scheduling the final defense. The Scheduling Defense of Dissertation form is available from Glenda Hurst.

Educational Enrichment and Socialization Activities

Several aspects of the Ph.D. program have been designed to enrich students' learning experiences, to increase their understanding of the professional demands of their academic careers, and to expose them to a variety of research styles and topics. This is accomplished through a wide range of activities, beginning with the student's initial orientation and continuing throughout the program.

Pre-Orientation and Orientation

Each entering Ph.D. student will attend a program orientation conducted by the department faculty. The orientation generally includes discussion of: 1) expectations of the faculty, 2) the relationship of the degree program to an academic career, 3) a sense of the skills and values needed to become a contributor to the profession, and 4) other topics related to personal and professional development. The purpose of this orientation is to set the standards and expectations for the program and to give entering students the opportunity to become acquainted with members of the department. In addition, all students are expected to attend new student orientations offered by the UTK Graduate School to learn about general procedures and policies that will affect their status as a student, and as a teacher if they have teaching responsibilities as a part of a graduate assistantship commitment. Finally, key terms and books in the O&S area of research are provided in the Appendix. Students should keep these lists and books handy during the first two years to supplement course readings and ensure that they develop an in-depth understanding of each term.

Seminar Series

The department conducts a regular series of seminars, called Pathways, covering a variety of topics. The content of the series may include at least three different formats. First, some of the seminars are for career development of students. Second, a portion of the seminars will be "brown-bag" events. These are informal sessions in which both faculty and students may discuss current issues of special interest, recent research or articles, career-related issues (e.g., publishing strategies), etc. Finally, a portion of the seminars will be used for formal presentations of research, both from faculty and students, as well as from visiting scholars. Student participation in these seminars is considered to be a vital part of the Ph.D. program and attendance is expected.

Faculty Mentors

In addition to the formal guidance provided by the doctoral student advisor, students entering the Organizations & Strategy Ph.D. Program are encouraged to develop mentoring relationships with multiple faculty members. Much tacit knowledge needed to succeed in an academic career is shared informally through these relationships.

Student Mentors

Students entering the Organizations & Strategy Ph.D. Program are assigned an advanced doctoral student mentor and are encouraged to develop mentoring relationships with several senior doctoral students. The purpose of the mentor is to aid the student's transition into the Ph.D. program, and especially for socialization into the department and the field.

Travel and Other Professional Activities

Organizations & Strategy Ph.D. students are strongly encouraged to attend major annual conferences—especially the Academy of Management, the Strategic Management Society, and if focusing in entrepreneurship, the BCERC conferences—to further their professional development. The department will make every effort to provide partial funding for these conference trips for students

whose work appears on the program at the conference. Budget constraints as determined by the Department Head will impact the amount of funds available for travel and specific policies involved that relate to student travel.

For the 2015-2016 academic year, the Department of Management will offer several performance incentives to target their work to the most prestigious and visible conferences and journals in strategic management including:

- a. **Incentives for doctoral students to submit papers to national and international conferences:** Supplemental travel funds of \$500 for a paper on the program at the Strategic Management Society; \$200 for acceptance at national doctoral consortium approved by PhD director (such as major divisions of AOM within the student's focus area, SMS, and other major doctoral consortium if student provides evidence that the faculty involved are from peer and aspirational peer schools); up to \$300 for other conferences that draw strategy faculty from peer and aspirational peer schools if the student is an author of a paper accepted on the program. Prior approval of the Doctoral Program advisor is required. A student is limited to a maximum of three supplemental awards per year.
- b. **Incentives to target and publish in premier journals in strategic management:** The biggest incentive to publish in premier journals while in the doctoral program is the enhanced placement opportunities premier publications provide. In addition, the department grants incremental travel funds for the following milestones in publishing in premier journals: \$100 bonus for R&R; \$200 bonus for second round R&R; \$500 bonus for acceptance paid in the following summer to be used for travel to major national and international conferences approved by the Doctoral Faculty Director. There is a limit of three premier awards, however, it is quite rare for a doctoral student to publish more than one premier journal article while in the program.
- c. **Incentives to target and publish in excellent journals in strategic management and entrepreneurship:** \$100 for second round revision; \$200 for acceptance. Awards will be given for no more than 2 excellent publications over the course of the program.
- d. The current Department of Management journal list of premier and excellent journals is available from the Doctoral Program Director.

Continuation of this incentive program will be evaluated annually and will depend upon departmental funding.

Other Developmental Opportunities

The University of Tennessee strongly encourages each of its Ph.D. candidates to pursue additional exposure and insight into industry issues through research projects and case studies. These may be arranged individually, or in conjunction with the interests of specific faculty members.

Teaching and Research Responsibilities

In addition to their coursework responsibilities, Ph.D. students have responsibilities as developing teachers and researchers. The program is designed to provide students with meaningful experiences in both of these areas and to create an appropriate balance between the time demands of the two. Because different students enter the program with different levels of expertise and with different needs in these two areas, each student's program must be determined on an individual basis.

However, some general guidelines may be stated. Students have twenty hours per week that must be assigned for teaching and/or research duties. Students are *not* to be assigned to one faculty member for the duration of their doctoral studies.

Teaching

One goal of the Ph.D. program is to provide each student with the opportunity to develop classroom instructional skills. Thus, students will be responsible for planning, conducting and administering undergraduate Management or Entrepreneurship courses during their tenure in the program. This experience is important for the Ph.D. student, and the goal of excellence should be pursued at all times. While it may seem at times that a monumental effort is required of the Ph.D. student to contribute effectively in a number of areas, including teaching, this effort is expected as a component of the overall Ph.D. experience. However, it is expected that a Ph.D. student's teaching assignments will not demand inordinate amounts of time which might be better spent on other activities, such as coursework or research assignments.

The scheduling of teaching assignments is occasionally unpredictable due to variations in the department's resources and course demands from one academic year to the next. Therefore, it is impossible to guarantee specific assignments or course loads for the entire Ph.D. program. However, the following schedule is the departmental goal whenever possible. New students are expected to attend a GTA Seminar on Teaching and Learning that is conducted in May every year. It is hoped that during the later years in the program students may be able to audit, prep and teach an upper-level course. A departmental goal is to allow students time off from teaching, typically in the first and second year, to allow them greater time to concentrate on research. We also aim to provide fourth year students with flexibility in teaching schedules to provide the opportunity to participate fully in on-campus interviews during the job hunt semester. Currently, doctoral students are expected to teach no more than 5 sections across four years. Depending upon departmental teaching needs, summer school teaching may be substituted for 1-2 regular semester sections.

While efforts will be made to address the teaching interests of individual Ph.D. students, the scheduling of teaching assignments is not predictable due to variations in the resources and course demands from one academic year to the next. Therefore, it is impossible to guarantee specific assignments for the entire Ph.D. program.

Research

The Ph.D. program is also set up to provide students with meaningful, on-going research experiences. While each student's research program will differ due to interests, abilities, and faculty assignments, the following schedule is the goal of the program.

During the first year, each student will typically be assigned as a research assistant to three faculty members. As such, first year students will participate in the on-going research projects of assigned faculty members, typically joining the project in the current stage of progress. The primary goal at this stage is to simply introduce the student to the research process and provide some initial hands-on experience. Data collection, cited references creation, coding of data, or library research are tasks that a first-year O&S student may be required for RA work. O&S students will receive feedback on the quality of research assistance to faculty during their annual review. There is no expectation that students will continue working on these projects after the assigned semester is

completed, although sometimes the student's contributions will merit co-authorship. Students and faculty are encouraged to discuss whether an assignment is strictly for learning purposes or if co-authorship may be earned, and how.

In subsequent years, the student should become more of an equal partner in faculty research. The student may become involved in more than one research project and should take more initiative in such projects. Research assignments will be made to accommodate students' interests whenever possible, and the goal is increasingly for the student to see projects through from start to finish in order to observe the entire research process from conceptualization to writing papers. It is anticipated that conference presentations and co-authored publications will result from these projects. **Typically, doctoral students should attempt to focus on a small number of high quality research projects with a higher probability of publication in premier journals rather than spreading their research efforts across too many research projects. Most doctoral students find that they cannot manage more than two to four high quality projects at one time.**

Finally, during the third and fourth years, the student will increasingly focus upon his/her dissertation research. While other projects may be completed during this time, it is expected that the student's energies will be primarily directed toward completion of the dissertation.

Both students and faculty view twenty hours per week devoted to research as the minimum required effort. Work beyond the basic requirements may lead to co-authorships that will considerably enhance job prospects, but students have to make a substantial intellectual contribution to warrant co-authorship. Research assistants should inquire about authorship early in a project. Conducting research with faculty begun during a research assistantship is expected to continue after the assistantship in order to earn co-authorship, and will not count against current assistantship hours of the student when he/she is assigned to a new faculty member. **However, the continuation of the project is at the discretion of both the faculty and the student. Please note the working on projects during assistantship hours will not automatically qualify the student for co-authorship on projects.**

If you are formally assigned to faculty members who are asking less than twenty hours per week of research time, seek out another faculty member to fill in the rest of the time. Do not try to slide by; it will hurt you on the job market if you cannot demonstrate the research skills learned from completion of high quality research papers, including the editorial review process of top tier journals.

Be proactive in your research work. A faculty member's job is "entrepreneurial." You should develop self-starting work habits now. Don't quit if a problem arises. Seek out creative solutions. Ask others for advice. Call experts in other departments or universities. Set weekly meetings with your faculty member to review your work and ask questions.

Do not commit to more projects than you can reliably handle. One completed, high-quality project is better than unreliable behavior and a poor effort on several projects.

When you make an appointment with a professor, please remember professors are very busy. Be on time. Be efficient and use their time effectively. If the professor is late, please wait a reasonable time and email/text if you need to reschedule. If you cannot make the meeting, please email or call as soon as possible. Do not cancel meetings unless you have a very good reason.

Your research assistantship is an integral part of our program. You are working as a research assistantship for the education more than the money. The experience is not just a job. It is the foundation of your career because it is a mentor/apprenticeship relationship that imparts skills and attitudes that will affect your ability to publish and teach.

10. Examinations

Comprehensive Exams

Prior to admission to Candidacy, the student must pass a comprehensive exam in Organizations & Strategy Management.

The Organizations & Strategy Comprehensive Exam, a field exam, will be given after the student has successfully completed all of the major course work in the Organizations & Strategy discipline area. This exam normally lasts for two days (approximately 8 hours per day) and covers important dimensions of theory, thought, and research in the area of Organizations & Strategy. Students may develop a list of references of the materials covered in the core courses and other relevant references. Other than this list of references, the exam is closed book. This examination allows the student to demonstrate 1) familiarity with the literature, 2) ability to communicate original evaluations and ideas, 3) ability to formulate and evaluate research, 4) ability to integrate information across subject areas, and 5) knowledge of current publications in the field. Exam material will not be limited to students' course work, but will cover current literature, talks by distinguished scholars and brown bag seminars, and other experiences that are a part of the student's Organizations & Strategy doctoral program. Students will be expected to have mastered all fundamental principles relevant to the field.

The Organizations & Strategy Ph.D. Program Director is responsible for overseeing the design, administration, and evaluation of the comprehensive exams. The director schedules and administers the exams. The exam will be given in late May or early June, before the BCERC. All Organizations & Strategy faculty participate in developing potential exam questions and grading the examination. Students typically will be informed of the outcome of the exams within four to six weeks of the date the exam is given. Grades are determined by consensus of the faculty and consist of *pass with distinction*, *pass*, *pass with qualifications*, or *fail*. A pass with qualifications rating may be used by the faculty to require further work from students exhibiting marginal exam performance on all or part of the exam. Such work is determined by the faculty and may include additional study for a second administration of a similar exam, completion of additional courses, independent study, or preparation for and delivery of designated written or oral assignments.

11. Standards, Problems, and Appeals

Evaluation Procedure and Frequency

Each Ph.D. student's educational progress will be monitored continuously throughout his/her program by faculty members who have direct contact with the student either through courses or teaching/research assistantships. In addition, each student will receive an annual, formal review to assess his/her performance to date. First and second year students will also have an informal review about their progress in coursework, assistantship, and submissions to academic conferences at the end of the fall semester. This process will include the Department chair, the Organizations & Strategy Ph.D. Program Director, and all other faculty involved in the doctoral program. It will proceed in three steps.

First, each student will be asked to complete a self-evaluation survey designed to measure his/her educational accomplishments and activities and to provide the faculty with a more complete picture of his/her progress.

Second, the faculty evaluation committee will convene to consider each student's progress based upon a) the evaluations of O&S faculty with whom the student has worked on their research assistantship, b) the student's academic performance throughout the academic year, and c) the student's self-evaluation. The result of this formal evaluation is an assessment of the student's progress in the program and specific recommendations with respect to future management of the student's program.

Finally, these recommendations will be conveyed to all students in writing before the beginning of each academic year, by July 31st. The additional first and second year student informal reviews will be conducted no later than December 15th of each year.

Procedure for Removal of Incomplete

All incompletes should be removed by three weeks after the end of the course. Any coursework remaining in a state of incomplete will be noted in the annual evaluation. After a course is finished, O&S Ph.D. students and faculty members should put in writing what is required to complete the course. This communication should be relied to the O&S Ph.D. Director. Any coursework remaining in an "incomplete" status beyond one year becomes an F.

Adequate Progress toward Degree

Adequate progress toward an O&S Ph.D. degree is gauged by meeting the benchmarks for continued assistantship funding. After the first year, a summer research project is undertaken. The summer research project and all O&S coursework must be completed before a student can sit for comprehensive exams. After the second year (preferably in June), comprehensive exams are taken. During the third year (preferably before the end of April), the dissertation proposal is defended. During the fourth year, the dissertation is defended and the student is credentialed. Students will receive funding for 4 years contingent upon satisfactory progress. A fifth year is generally not funded and fifth year funding should not be expected. Based on demonstrated performance that exceeds expectations and demonstrated commitment that a fifth year of funding will enhance a student's placement at peer or aspirant universities in a tenure track position, the department head and the O&S Ph.D. Director may be able provide fifth year support. In no case will fifth year funding be extended if the dissertation proposal is not defended before the start of year four. Appendix A summarizes the key milestones for adequate progress.

Terms of Probation

In keeping with the Ph.D. requirements from the College of Business, a graduate student in the College of Business Administration whose grade point average falls below 3.0 will be placed on probation for one semester. A student on probation will be dropped from the program unless his/her cumulative graduate grade point average is 3.0 or higher at the end of the probationary period. The probationary period is defined as the next semester's course work as established by the degree program.

Termination from Program

It is fully expected that a student who enters the program will complete the degree requirements. The faculty is committed to achieving that goal with every student. However, it may become apparent that sufficient progress is not being made despite faculty and student efforts. In this case, a termination decision may have to be considered.

A student's termination from the program will be based upon both objective and subjective criteria. Concerning the objective criteria and consistent with the requirements of the College of Business Administration, a Ph.D. student whose overall GPA falls below a 3.0 shall be placed on probation. A student on probation shall be dropped from the program unless his/her GPA is 3.0 or higher at the end of the probationary period (defined as the next semester's course work). However, maintaining an overall 3.0 GPA does not guarantee that the student will be allowed to continue in the doctoral program. Departmental expectations are that a 3.5 GPA should be maintained in the student's Organizations & Strategy courses, and failure to achieve this grade point may cause the student to be placed on departmental probation. We expect A's in the core seminars; B's are signal that there is a problem and C's may affect funding. As well, we expect quality work for research assistantships, which also may be factored into termination from the O&S program. In addition, failure to pass the comprehensive exams twice will lead to automatic dismissal from the program.

In case of continued unsatisfactory performance, the student will be put on probation for a semester and will lose funding for up to a semester. Funding can be withdrawn at any time of the semester once the student is put on probation. If performance concerns are fully addressed to the satisfaction of the O&S Ph.D. director and the department head, the student will regain funding after the probationary period, which can last up to one semester. However, funding will not be extended beyond the fourth year, as explained above. Continued unsatisfactory performance on part of the student beyond the probationary period will lead to the termination from the program. The termination will require more than 50% agreement of the doctoral qualified faculty members.

In addition, please note that the *Graduate Catalog* states that a student's continuation in the program is determined by the consideration of subjective factors as well. Consequently, the faculty will also undertake a subjective appraisal of the student's progress and potential, including such factors as creativity, independent thinking, scholastic leadership, and the ability to conceptualize and carry out research.

Other circumstances which may cause termination from the program may include failure to make satisfactory progress toward admission to candidacy based upon successful completion of

coursework, the annual review process, failure to successfully complete necessary comprehensive exam or failure to secure a dissertation committee that meets UTK Graduate School qualifications.

Academic Honesty

Any knowing breach of standards of academic honesty is grounds for termination from the program.

Human Subjects

Students are expected to complete CITI human subjects training by the end of the first year. Those whose dissertation research involves the use of any research method which solicits responses from human subjects must complete the iMedris online institutional review board (IRB) forms for (<http://research.utk.edu/training-workshops/compliance-2/imedris/>). The principal researcher is responsible to discuss appropriate Human Subjects investigation procedures with the department and/or college Human Subjects liaison. Though many data collections utilized by the Haslam College of Business are “exempt” from detailed IRB evaluation, each must be reviewed by the Office of Research Compliance prior to the initiation of any human subjects data collection.

Appeals Process

The student handbook, *HillTopics*, available on the university website, and published and distributed annually, contains statements of UTK standards of conduct and of all disciplinary regulations and procedures. Normally, grievances should be handled at the departmental level through the student’s faculty mentor, the Ph.D. Program Director, and the Department Head. Further appeal may be made to the dean of the Graduate School, the Graduate Council, and the Chancellor. The by-laws of the University provide that an individual of the University who feels that he or she may have a grievance against the University shall have the right to appeal through the appropriate Chancellor or Vice President to the President of the University. A copy of the appeals procedure is available in the Office of Graduate Admissions and Records.

12. Exceptions to this Handbook

All requests for exceptions to the requirements outlined in this handbook must be presented in writing to the Ph.D. Program Director. Changes to this handbook also may be suggested by writing to the Ph.D. Program Director.

13. Appendix

Appendix A.....O&S Student Progression Planning Form

Appendix B.....Pertinent Graduate Student Web Pages

Appendix D.....UT Strategy Ph.D. Recipients

Appendix ESuggested Books to Read

Graduate School Forms may be found at: <http://gradschool.utk.edu/gradforms.shtml>

Appendix A: O&S Student Progression Form

Ph.D. in Business Administration O&S Ph.D. Program ACADEMIC RECORD	Last Name:			First Name:			UTK ID #:			
ENTRY DATE:	Highest Degree Upon Entering Program:									
Courses	Instructor	Required?	Year 1 Fall	Year 1 Spring	Year 2 Fall	Year 2 Spring	Year 3 Fall	Year 3 Spring	Year 4 Fall	Year 4 Spring
<u>O&S Seminars (5 courses, 15 hours):</u>										
Mgt 616 – Overview of Entrepreneurship Research		yes								
Mgt 617 - Macro Organizational Behavior		yes								
Mgt 623 - Overview of Strategic Management		yes								
Mgt 624 - Advanced Strategy I		yes								
Mgt 625 - Advanced Strategy II		yes								
<u>Methods and Statistics (7 courses, 21 hours):</u>										
MKT 611 - Philosophy of Science		yes								
SOC 531 - Research Methods		yes								
SOC 631 – Multivariate		yes								
2-course Statistics Sequences: ECON 582 (highly recommended); POL 512 or; PSY 521		yes								
2-course Statistics Sequences: ECON 583 (highly		yes								

recommended); POL 513 or PSY 522										
<i>Choice of at least 2 other statistics/methods courses from list below:</i>										
IOP 627 - Structural Equation Models		choice of 2								
ECON 682 Cross Section Econometrics		choice of 2								
ECON 683 Time Series Econometrics		choice of 2								
MKT 613 - Qualitative Research Methods		choice of 2								
FIN 599 Database Management		choice of 2								
IOP 605 - Advanced Research Method in Psychology		choice of 2								
STA 578 - Categorical Data Analysis		choice of 2								
STA 579 - Multivariate Analysis		choice of 2								
STA 575 - Applied Time Series		choice of 2								
<u>Courses for Minor (3 courses, 9 hours):</u>										
Minor Description:			Year 1 Fall	Year 1 Spring	Year 2 Fall	Year 2 Spring	Year 3 Fall	Year 3 Spring	Year 4 Fall	Year 4 Spring
Minor Approved by/when:										
Minor Course 1:		required								
Minor Course 2:		required								
Minor Course 3:		required								
Cumulative Graded Hours										
Cumulative Graduate GPA										

Summer Research Project										
Advising Professor										
Final Approval (by April of second year)										
Comprehensive Exam (by June 15 of second year)										
Date Exam Taken										
Professors: Questions/Graded	Prof 1:		Prof 2:		Prof 3:		Prof 4:		Prof: 5	
Comprehensive Exam Passed (Date):										
Dissertation Proposal Defense (by April of third year)										
Committee Members:	Prof 1:		Prof 2:		Prof 3:		Prof 4:		Prof: 5	
Dissertation Proposal Defense										
Dissertation Defense										
Committee Members:	Prof 1:		Prof 2:		Prof 3:		Prof 4:		Prof: 5	
Dissertation Defense Date										
Research Assistantship: Professors										
Teaching during Program: Courses										
Graduation										

Appendix B: Pertinent Graduate Student Web Pages

- Best Practices in Teaching, http://gradschool.utk.edu/files/2009-10_BPIT-Flyer.pdf
- Center for International Education, <http://web.utk.edu/~globe/index.php>
- College, <http://www.bus.utk.edu>
- Counseling Center, <http://www.utk.edu/counselingcenter>
- Department, <http://www.bus.utk.edu/mgt/>
- Funding, Fellowships, Assistantships for Graduate Students, <http://gradschool.utk.edu/gradfund.shtml>
- Graduate and International Admissions, <http://graduateadmissions.utk.edu/>
- Graduate Catalog, <http://catalog.utk.edu/index.php?catoid=7> Graduate School, <http://gradschool.utk.edu>
- Graduate Student Appeals Procedure, <http://gradschool.utk.edu/studappresrce.shtml>
- Graduate Student Senate, <http://web.utk.edu/~gss>
- Housing, <http://gradschool.utk.edu/housing.shtml> International House, <http://web.utk.edu/~ihouse>
- Judicial Affairs, <http://web.utk.edu/~osja/>
- Library Website for Graduate Students, <http://www.lib.utk.edu/refs/gradservices.html>
- Office of Equity and Diversity, <http://oed.utk.edu>
- Office of Information Technology, <http://oit.utk.edu/>
- Office of Minority Student Affairs/Black Cultural Center, <http://omsa.utk.edu>
- Research Compliance/Research with Human Subjects, <http://research.utk.edu/compliance/>
- SPEAK Testing Program, <http://gradschool.utk.edu/speaktest.shtml>
- Thesis/Dissertation Website, <http://web.utk.edu/~thesis/>
- VolAware, <http://volaware.utk.edu>

Appendix C: UT Strategy Ph.D. Recipients (*)

Name	Year Entered	Year Graduated	Chair
Adams, Melville W.	1984	1990	Dudley Dewhirst
Arendall, Charles S.	1980	1986	Max Wortman
Bach, Seung	1998	2002	William Judge
Bamford, Charles E.	1993	1997	Tom Dean
Beggs, Joyce M.	1979	1985	Max Wortman
Brown, Robert L.	1990	1994	Alex Miller
Bruehl, Jeffrey R.	1987	1996	Dudley Dewhirst
Carothers, Granville H.	1984	1989	Dudley Dewhirst
Clemens, Bruce W.	1993	1997	Michael Stahl
Coffey, Betty S.	1988	1993	Alex Miller
Dooley, Robert S.	1991	1995	Gerald Fryxell
Douglas, Tom J.	1993	1997	William Judge
Dyer, Barbara	1989	1995	Gerald Fryxell
Fowler, Dorn M.	1991	1995	William Judge
Gallagher, John B.	1995	1999	Alex Miller
Garsombke, Diane J.	1981	1986	Dudley Dewhirst
Handley, Thomas B.	1977	1984	Dudley Dewhirst
Hansen, Eric L.	1986	1998	Dudley Dewhirst
Hunt, Judith R.	1980	1987	Max Wortman
Jones, Kathryn A.	1988	1997	William Judge
Krishnan, Hema A.	1989	1993	Alex Miller
Lerner, Linda D.	1985	1990	Dudley Dewhirst
Lewis, Pamela S.	1983	1988	Max Wortman
Lubatkin, Michael H.	1977	1982	Dudley Dewhirst
Matherly, Laura L.	1979	1985	Max Wortman
McFarland, Deborah A.	1982	1987	Max Wortman
Neeley, Cathy L.	1982	1987	Max Wortman
Neubert, Richard L.	1989	1997	Dudley Dewhirst
Payne, Terry L.	1987	1992	Michael Stahl
Pitts, Michael W.	1978	1984	Dudley Dewhirst
Rogers, Patrick R.	1990	1995	Alex Miller
Ryman, Joel	1995	1999	William Judge
Singh, Harjit	1991	1995	William Judge
Spann, Mary S.	1985	1990	Alex Miller
Spitzfaden, Mark	1990	1994	Michael Stahl
Sullivan, Mary K.	1985	1990	Alex Miller
Thomas, Bobby F.	1975	1984	Dudley Dewhirst
Turner, Craig A.	1995	1999	Tom Dean
Vryza, Maria	1994	1997	Gerald Fryxell
Wang, Jia	1988	1991	Dudley Dewhirst
Watson, Kerr F.	1993	1990	Max Wortman
Wheeler Jack	1995	2003	Michael Stahl
Williams, Johnnie	1988	1997	William Judge

Name	Year Entered	Year Graduated	Chair
Wood, Dexter R.	1975	1979	Stanley Vance

Note: The program changed from a D.B.A. to Ph.D. effective Fall 1985.

(*) Strategy Ph.D. program did not admit new students after 1998.

Appendix D: Suggested Books to Read

- Aldrich, H. 2008. Organizations and environments (revised ed.). Stanford, CA: Stanford Business Books.
- Allison, G. 1971. Essence of decision. New York: Little, Brown & Co.
- Barnard, C. I. 1938. The functions of an executive. Cambridge, Massachusetts: Harvard University Press.
- Burns, T., & Stalker, G. M. 1994. The management of innovation (revised ed.). Oxford, England: Oxford University Press.
- Chandler, A.D. 1962. Strategy and structure: Chapters in the history of American industrial enterprises. Boston: MIT Press
- Cyert, R. M., & March, J. G. 1992. A behavioral theory of the firm (2nd ed.). Cambridge, Massachusetts: Blackwell Business.
- Drucker, P.F. (2008). Management (revised ed.). New York: Collins.
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