



ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCES

**PH.D. STUDENT GUIDE
2009-2010**

PREFACE

Thank you for your interest in the doctoral programs in the [College of Business](#) at Florida State University. A comprehensive research university, Florida State University's primary role is to serve as a center for advanced graduate education. Graduate students, who comprise 20 percent of the student body, are enrolled in 73 doctoral programs with 154 fields of study, 112 master's degree programs, and additional professional degree programs. Within the College of Business, there are seven concentrations for the Doctor of Philosophy (Ph.D.) degree – Accounting, Finance, Management Information Systems, Marketing, Organizational Behavior and Human Resources, Risk Management and Insurance, and Strategic Management.

This guide to the College of Business' Ph.D. Program policies, procedures, and requirements summarizes the basic "rules and regulations" of the doctoral program in business at Florida State University. The guide reflects current information at the time of printing, and it will serve as a reference for you throughout your program. Since this guide represents a flexible set of policies and requirements, there may be changes from time to time that are necessary to carry out the purposes and objectives of the University and the College of Business. Current students will be advised of these changes as they occur, and care will be exercised so that no student's progress will be adversely affected. Additional information is contained in the [Graduate Bulletin](#), especially within the chapters on "Graduate Studies" and "College of Business."

www.cob.fsu.edu

TABLE OF CONTENTS

	Page
Preface	iii
Table of Contents	iv
General Overview	1
The University Community	
The College of Business	
The Department of Management	
Doctoral Support Resources and Facilities	
Doctoral Business Students Association	
Nature and Objectives of the Doctoral Program	5
Overview	
Objectives	
Placement of Graduates	
Admission	6
General	
Application Process	
Financial Assistance	8
General	
College of Business Assistantships/Fellowships	
Standard Assistantship/Fellowship Awards	
Standard and Preliminary Award Tables	
College Teaching Fellowships	
University Fellowships	
Presidential Fellowships	
Minority Assistantships/Fellowships	
Responsibilities of Doctoral Students	15
Financial Assistance and Associated Duties	
General Responsibilities of Doctoral Students	
General Responsibilities of Department Chairs	
Doctoral Graduate Assistants	
Doctoral Teaching Assistants	
Guidelines and Responsibilities for Teaching Assistants	

Teaching Assistant Work Load and Class Size
University Program for Instructional Excellence
College Teaching Assistant Awards Program
Doctoral Research Assistants

Doctoral Programs of Study 21

Program of Studies Outline
General Prerequisites
Details on the Doctoral Program in Organizational Behavior and Human Resources

Preliminary Examination 25

General
Scheduling and Administration
Grading
Procedures for Examination

Dissertation 27

General
Dissertation Hours
Dissertation Committee
Prospectus
Dissertation Defense
Time Limit for Completion

Residency, Normal Progress and Time Limits 30

Residency
Normal Progress and Time Limits
Final Term Requirements for Doctoral Students

Retentions Policies and Procedures 31

Policy
Procedures
Appeals and Readmission After Dismissal

Other Policies and Procedures 33

Independent Study Courses
Incomplete Grades
University Policies and Procedures
College Policies and Procedures

Administration and Support Staff 35

Concluding Remarks 37

GENERAL OVERVIEW

The University Community

Florida State University is a Carnegie Research I university located in Tallahassee, the capital city of Florida. As a senior institution of the State University System of Florida, it has provided excellence in teaching and scholarship to the people of Florida and the nation for more than a century. More than 40,000 students from all 50 states and 133 foreign countries work toward more than 250 different graduate and undergraduate degrees at Florida State.

Well-known throughout the country for the beauty of its campus, Florida State combines traditional Gothic structures with the latest in modern architecture, all brought together by an array of oaks, pines, palms, dogwoods, and azaleas. The natural beauty of the FSU campus mirrors the best features of its surrounding community. The north Florida hills are abundant with forested land, lakes, and rivers, and the beaches of the Gulf of Mexico are nearby.

Florida State University is located in Florida's capital, one of the oldest and rapidly growing cities, with an area population of more than 200,000. More than 100 private, state and federal organizations furnish our students with opportunities for internships, research and part-time jobs to match almost any area of academic interest.

The Tallahassee-Leon County Civic Center, on the edge of the Florida State campus, affords Tallahasseeans a variety of social, cultural and recreational activities. These opportunities are matched on campus by the concerts and lectures provided by student organizations, by academic departments, and by our nationally recognized programs in the performing arts.

The College of Business

The Charles A. Rovetta Business Building contains approximately 76,000 net square feet of classroom space, faculty and staff offices, and support facilities. A doctoral student computer lab provides ample access to both micro and mainframe computer services. Other important support facilities include an entire floor at Strozier Library devoted to graduate students and graduate seminar and conference rooms in the college.

The College of Business also has been very successful in recent years in acquiring a highly qualified mix of full-time doctoral faculty. More than 100 of the 111 permanent faculty members have doctoral degrees, and most have been recruited from the top universities in the United States.

The faculty members are highly active in scholarly and applied research, yet they have a strong commitment to teaching and the overall student learning process. Students are frequently involved in the research activities of faculty members.

The College has expanded its business outreach activities and communications through an active Business Advisory Board and Alumni Association. This outreach activity provides not only financial

contributions, but also sources of internships, placement contacts and general support for faculty and students.

The college's undergraduate enrollment tallies more than 5,000 students, who will major in accounting, entrepreneurship, finance, management, real estate, management information systems, marketing, real estate, risk management and insurance and multinational business operations.

Florida State University offers the Master of Accounting, Master of Business Administration, Master of Science in Management Information Systems, Master of Science in Finance and Master of Science in Management with a major in Risk Management and Insurance. The composition of the students includes a good mix of men and women, business and non-business undergraduate degrees, and age and experience levels. A good cross-section of the better regional and national undergraduate programs is reflected in the graduate student body.

Department of Management

The management department has a diversified faculty with a wide field of teaching and research specialties at the graduate level. These research areas include strategic management, organizational behavior and theory, management information systems, international and comparative management, diversification theory, learned helplessness, attribution theory, personnel management, leadership, labor relations, research methods, job stress, job design, employee turnover, training and development, and strategic human resource management.

The graduate mission of the department is to provide education at both the master's and doctoral level and to stimulate and carry out research resulting in scholarly publications. At the doctoral level, the focus is analytical with emphasis on theory development and testing.

Doctoral Support Resources and Facilities

In addition to financial support, College of Business doctoral students enrolled at Florida State University have access to a variety of support resources.

The College of Business Technology Center operates several computer laboratories including one dedicated for doctoral student use, running on a Local Area Network (LAN) in a Microsoft Windows environment, with access from the College of Business LAN to the university-owned and operated systems and the Internet. The FSUWIN is a campus-wide wireless network, which allows mobile users to connect to the campus computing resources. Wireless connectivity is available in all College of Business classrooms, conference rooms, auditoriums, and public areas. To connect to FSUWIN, a laptop computer or other mobile device must have an 802.11a/g or 802.11a/b/g wireless network card. Wireless hardware upgrades are available at the FSU Computer Store for laptop computers that do not have integrated wireless technology.

University Computing Services (UCS) operates several campus-wide computer systems including e-mail (JES), classroom support (Blackboard), University Infrastructure (OMNI), and several research-

intensive supercomputers. FSU provides all students with an email address. Students access academic materials and administrative tools through a secure portal environment.

Blackboard, aka Campus.fsu.edu, provides the university community a secure environment for teaching and learning, participating in sponsored organizations, and using Secure Applications to transact University business.

Research data sets utilized by the College of Business through Wharton Research Data Services (WRDS) include: COMPUSTAT (financial statements), Center for Research in Security Prices (CRSP) (stock prices), Audit Analytics, EVENTUS, First Call, IRRRC, and OptionMetrics. Other research data sets are maintained locally, such as International Brokers' Estimate System (IBES), National Association of Insurance Commissioners (NAIC), and SDC – Mergers and Acquisitions.

Doctoral students will find that the [doctoral student computer lab](#), located in the Rovetta Business Building provides convenient university ID card access 24 hours a day, seven days a week. This lab provides ample access to computer services and is equipped with computers running all of the popular Windows software including word processing (Word), spreadsheet (Excel), database management (Microsoft Access), and presentation graphics (PowerPoint). Also available in the doctoral student computer lab are a variety of statistical analysis software packages (SAS/PC, SPSS, Matlab, STATA, etc.). Research support software, such as Acrobat writer and EndNote, is available on each computer. A laser printer with duplex printing capabilities provides printing support in the lab.

Finally, doctoral students are provided office and study space within the Rovetta Business Building and access to an office telephone while they are in residence. Most doctoral students share office space with one other student. However, incoming students may share a large office area during their first year. These offices are equipped with personal computers connected to the COB Local Area Network, the FSU Campus Network, and the Internet. Each office generally contains one computer for shared use, so students may wish to bring personal laptop computers.

The Doctoral Business Students Association (DBSA)

Doctoral study at Florida State University is a collegial experience and involves considerable interaction among doctoral students and faculty. A major vehicle for making this interaction effective is the Doctoral Business Students Association (DBSA). The DBSA brings doctoral students in business together for academic and social purposes.

Academic planning is coordinated through representation of doctoral students on the College of Business Doctoral Program Policy Committee (DPPC) by the President of DBSA (or that person's designated representative). The DBSA provides a forum for providing input to the DPPC on program design, academic policies and procedures, and other issues important to students. The DBSA is also active in orienting new doctoral students to the College of Business and the University.

The DBSA schedules social events throughout the academic year involving doctoral students, faculty, and their families. These events provide opportunities for getting to know each other on a more

personal basis in a relaxed environment. The number and types of events scheduled each year varies, according to the preferences of the doctoral students.

The formal structure of the DBSA consists of officers elected by the doctoral student body. This group of officers presents opinions and suggestions to the associate dean for graduate programs, and receives and disseminates information from the College to doctoral students. This information flow includes both college-related matters and information on job opportunities and availability of financial grants, scholarships, and fellowships.

The officers encourage new doctoral students to become active in the DBSA. The experience with DBSA adds an important dimension to the doctoral program at Florida State University.

NATURE AND OBJECTIVES OF DOCTORAL PROGRAMS IN BUSINESS

Overview

The College of Business at Florida State University offers the degree of Doctor of Philosophy (Ph.D.) in Business Administration with specializations in Accounting, Finance, Management Information Systems, Marketing, Organizational Behavior and Human Resources, Risk Management and Insurance, and Strategic Management. The doctoral program enrolls more than 80 doctoral students in residence across these seven areas of specialization. It is large enough to ensure a stimulating environment provided by a number of fellow students with similar interests, yet small enough to allow personal attention be paid to each doctoral student. The business doctoral faculty members at the Florida State University are accessible and productive. They have a strong commitment to teaching and scholarly and applied research within the framework of developing future business teachers and researchers. The informal meetings, colloquia, and discussions spawned by such an environment contribute significantly to student learning and professional development.

Objectives

The primary objective of the Ph.D. program in Business Administration is to prepare men and women for professional careers in university teaching and research. The philosophy underlying the doctoral program provides each student with an opportunity to specialize and develop professionally through the selection of primary and support areas of study. Also, the analytical tools and research coursework directly support the important research methodologies pertinent to the primary and support areas of study selected by each student. In this way, the total doctoral program of study develops a professional orientation and an expertise within each doctoral candidate.

The Organizational Behavior and Human Resources program includes courses dealing with perception, attitudes, personality, stress, leadership, group dynamics, motivation, organization design, human resource management, and labor relations. The courses are taught in a seminar format in which research design, data analyses and other methodological issues are taught to expand the student's research competencies.

Placement of Graduates

Most of the graduates of the Ph.D. program accept faculty positions at other colleges and universities. The largest number of placements by geographic area includes the states of Florida, Georgia, Alabama, Illinois, North Carolina and Tennessee. Our faculty placements include the University of Georgia, Penn State, Bowling Green, the University of Alabama, the University of Houston, and the University of Utah.

ADMISSION

General

New doctoral students are admitted each fall. For U.S. citizens, applications for admission and all related materials should be received by **March 1**. International applicants **must** complete the application process by **Feb. 1**. Applications are reviewed beginning in November of the preceding year, and admission decisions are made during the spring semester until slots are filled for the following fall, with **most classes filled as early as April 15**. In order to be eligible for the widest range of financial assistance packages, it is recommended that applicants submit all materials by no later than **January 1**.

Doctoral admission decisions are made by the College of Business Doctoral Admissions Committee. Admission to the doctoral program is based on a combination of factors such as grades, test scores, letters of recommendation, experience and record of accomplishments, and the number of qualified applicants we receive each year. The College admits a small number of the most highly qualified students from a large number of applicants. The following information is used in making the admission decision:

- An excellent prior academic record, from accredited universities, to include grades and the trend and direction of grade performance. Although there are no minimum requirements, we prefer applicants to have undergraduate and graduate grade point averages of 3.50 or above.
- High verbal and quantitative scores on the GMAT taken within the past five years. Although there is no required minimum test score, successful applicants rarely have scores less than 600, and most have scores of 650 or higher. Further, although we prefer applicants to have taken the GMAT, the OB/HR program also accepts scores on the Graduate Record Exam (GRE). Successful applicants will have total scores (from the verbal and quantitative sections) of 1250 or higher.
- Three letters of recommendation that speak specifically to the applicant's ability to successfully complete the Ph.D. program and the applicant's potential for teaching and research.
- Knowledge of, and preferably experience conducting, scholarly research relevant to OB/HR, such as serving as an undergraduate research assistant for a faculty member.
- Applicant's statement of purpose for pursuing the program (1-2 pages).

For international applicants whose native language is not English, the Test of English as a Foreign Language (TOEFL) is required. A minimum score of 100 on the Internet-based TOEFL, taken within the past five years, is required.

The above grades and test scores do not guarantee admission. The Doctoral Admissions Committee carefully reviews each applicant's grades and test scores in conjunction with letters of recommendation, prior universities and programs attended, experience and the applicant's statement of purpose. Decisions to admit students depend on the number and relative strengths of applications received each year, the current enrollment in the doctoral program, and the College's ability to offer financial assistance.

APPLICATION PROCESS CHECKLIST

The following information is provided to clarify the application procedures for doctoral programs in The College of Business.

I) The following items should be sent directly to **FSU** through the online admissions application. **Please do not send hard copies of these materials through the mail.**

- University Application for Admission to a Graduate Program (available exclusively online <https://admissions.fsu.edu/gradapp/>);
- Nonrefundable application fee of \$30.00 (see University Application). Pay online at <http://fees.fsu.edu/>, or send check or money order to:

Florida State University
PO Box 5000
Tallahassee, FL 32314-5000

- Applicant's statement of purpose for pursuing the Ph.D. Program (1-2 pages);
- An up-to-date curriculum vita/resume, clearly indicating an excellent prior academic record, from accredited universities and any work experience including dates and positions held;
- Three letters of recommendation that speak specifically of the applicant's ability to successfully complete the Ph.D. program and the applicant's potential for teaching and research.

II) The following *three* items should be sent to the **Admissions office**:

- Two official transcripts from all schools attended
- Official TOEFL Score Report (required of international applicants whose native language is not English)
- Florida Resident Affidavit (see University Application or <http://admissions.fsu.edu/images/pdf/residency.pdf>)

Admissions Office
282 Champions Way
PO Box 3062400
Florida State University
Tallahassee, FL 32306-2400

III) The following should be sent directly to the **FSU College of Business**:

- Official GMAT and/or GRE scores and, if applicable, a copy of TOEFL scores

Graduate Office
College of Business
Florida State University
821 Academic Way, RBB 233
PO Box 32306-1110
Tallahassee, FL 32306-1110
Fax (850) 644-0588 (*please use a cover sheet*)

International applicants should visit <http://admissions.fsu.edu/intl/graduate.htm> for information concerning financial responsibilities, degree equivalency, etc.

FINANCIAL ASSISTANCE

General

Doctoral students admitted to the College of Business are eligible for financial assistance. Students receiving financial assistance are required to enroll for at least 9 hours in each semester. Out-of-state tuition waivers and matriculation waivers are awarded for at least 9 hours each semester to assistantship holders provided they are available. These waivers cover the cost of all academic fees but do not include non-academic charges such as athletic fees, health fees, building fees, etc. **A student receiving waivers will be required to pay non-academic fees of approximately \$50 per credit hour for a Florida resident or resident alien and approximately \$80 per credit hour for a non-Florida resident or international student.**

Within enrollment, space and fiscal limitations, financial assistance may be offered to international students. International students applying for financial assistance must submit an acceptable score on the Test of Spoken English (TSE) or Internet-based TOEFL (iBT) prior to an assignment as a teaching assistant. Applicants are encouraged to submit their TSE score with their application for financial assistance. Any financial assistance award that is made prior to receiving an acceptable TSE score will be for a maximum of two semesters. Further assistance beyond two semesters will be contingent on meeting the TSE requirement and maintaining good academic performance in the program.

In general, a student cannot receive more than one internal (within the University) fellowship. If multiple internal fellowship awards are received, the student must accept only one of the fellowships. This restriction does not apply to awards not affiliated with the University since these awards may be held in addition to any internal awards.

A doctoral student must be in good academic standing at the time the financial assistance begins. If deterioration in academic performance occurs after the financial assistance begins, the Doctoral Retentions Committee will make recommendations to the associate dean concerning future awards of financial assistance and retention in the program.

College of Business Assistantships/Fellowships

The College of Business awards financial assistance to applicants based on academic criteria and performance. The goal of the College is to provide assistantships and/or fellowships to all of our admitted doctoral students, subject to overall enrollment and fiscal limitations. Currently, 100 percent of the doctoral students who request funding and who are in residence receive financial assistance from the College. Awards from outside the College support approximately 10 percent of the doctoral students. The College of Business assistantships/fellowships are awarded to doctoral students whose application materials reflect high academic and professional performance, maturity and evidence of a strong ability to teach and communicate with students.

The College of Business assistantships/fellowships are awarded to only those students who have satisfied the general prerequisite requirements (see section on Doctoral Programs of Study).

Students who require extensive master's-level coursework prior to beginning their doctoral studies may be awarded a preliminary year of financial assistance. Beyond this preliminary year award, doctoral students receive financial assistance for no more than 4 years provided they maintain a satisfactory level of academic and work performance.

The College of Business offers a variety of assistantships, fellowships and tuition waiver awards. The number and combination of these awards to a particular student is competitive based on academic admissions criteria and the availability of assistantship and fellowship resources. Awarding assistantships, fellowships and tuition waivers to all Ph.D. students is the goal of the College of Business. To date, the College has been successful in reaching this goal.

Standard Assistantship/Fellowship Awards

The various possible combinations of College of Business financial assistance awards are described below, with the tuition waivers included to reflect the intent to provide tuition waivers as an integral part of all assistantship awards. Competitive financial awards from outside the College are described later in this section.

Assistantships

- The assistantship portion of the award represents the annual cash income.
- Assistantships may be one of three types:
 - GA: Graduate assistant – works with professors on teaching and research
 - TA: Teaching assistant – teaches and/or assists in teaching courses. The TA assignment is generally in the second year and can be in any one of the three semesters at the discretion of the Department Chair.

Tuition Waivers

- Full funding of tuition waivers is contingent upon legislative appropriation.
- Out-of-State tuition waivers beyond the first year are subject to the availability of sufficient budget allocations from the University. United States residents are expected to attain Florida residency by their second year.
- Tuition waivers cover the cost of most academic fees but do not include non-academic charges such as athletic fees, health fees, building fees, etc. **A doctoral student receiving partial tuition waivers will be required to pay non-academic fees of approximately \$50 per credit hour for a Florida resident or resident alien and approximately \$80 per credit hour for a non-Florida resident or international student.**

The tables on the following pages reflect tuition waivers amounts based on nine hours registration each term and reflect the 2009-2010 tuition rates.

TABLE I: Standard Assistantship/Fellowship Award (Florida Resident)*				
	Fall Semester	Spring Semester	Summer Semester	Annual Total
<u>1st & 2nd Years = Coursework</u>				
Fellowship	3,000	3,000	0	\$6,000.00
Assistantship	3,000	3,000	3,000	\$9,000.00
In-State Waiver	2,388	2,388	2,388	\$7,164.00
Semester Totals	\$8,388.00	\$8,388.00	\$5,388.00	\$22,164.00
<u>3rd & 4th Years = Coursework and Dissertation</u>				
Assistantship	6,000	6,000	3,000	\$15,000.00
In-State Waiver	2,388	2,388	2,388	\$7,164.00
Semester Totals	\$8,388.00	\$8,388.00	\$5,388.00	\$22,164.00

TABLE II: Standard Assistantship/Fellowship Award (Non-Florida Resident)*				
	Fall Semester	Spring Semester	Summer Semester	Annual Total
<u>1st & 2nd Years = Coursework</u>				
Fellowship	3,000	3,000	0	\$6,000.00
Assistantship	3,000	3,000	3,000	\$9,000.00
Out-of-State Waiver	5,412	5,412	5,412	\$16,236.00
In-State Waiver	2,388	2,388	2,388	\$7,164.00
Semester Totals	\$13,800.00	\$13,800.00	\$10,800.00	\$38,400.00
<u>3rd & 4th Years = Coursework and Dissertation</u>				
Assistantship	6,000	6,000	3,000	\$15,000.00
Out-of-State Waiver	5,412	5,412	5,412	\$16,236.00
In-State Waiver	2,388	2,388	2,388	\$7,164.00
Semester Totals	\$13,800.00	\$13,800.00	\$10,800.00	\$38,400.00

Preliminary Year Award

For outstanding students who require extensive Master’s-level coursework prior to beginning their doctoral studies, the College offers a limited number of preliminary year financial awards in addition to the standard award. This preliminary year award is described below for both a Florida resident and a non-resident.

TABLE III: Preliminary Year Award				
	Fall Semester	Spring Semester	Summer Semester	Annual Total
<u>Florida Resident</u>				
Assistantship	3,000	3,000	3,000	\$9,000.00
In-State Waiver	2,388	2,388	2,388	\$7,164.00
Semester Totals	\$5,388.00	\$5,388.00	\$5,388.00	\$16,164.00
<u>Non-Florida Resident</u>				
Assistantship	3,000	3,000	3,000	\$9,000.00
Out-of-State Waiver	5,412	5,412	5,412	\$16,236.00
In-State Waiver	2,388	2,388	2,388	\$7,164.00
Semester Totals	\$10,800.00	\$10,800.00	\$10,800.00	\$32,400.00

College Teaching Fellowships

The University offers at least one College Teaching Fellowship to encourage students to pursue graduate programs that prepare them for teaching careers. The teaching fellowship is for two semesters per academic year beginning in the fall semester. The award is given only to new graduate students (defined as first time in graduate studies at FSU). Minimum University-wide standards governing these awards require that these fellowships be awarded only to students of high academic standing:

- Having at least a 3.20 grade point average in the last two years of undergraduate work and a 3.50 grade point average for previous graduate work
- Being highly supported by former teachers
- Earning a minimum GMAT score of 600

The minimum stipend is currently \$6,300 distributed in equal amounts at the beginning of the fall and spring semesters, plus tuition waivers. Fellowship holders are not required to perform service for the individual departments, but they must be enrolled for at least 12 credit hours per semester during the period of the fellowship. Fellowship holders are eligible to receive an assistantship award in addition to this award. If an assistantship award is received in addition to this teaching fellowship, the registration requirement is reduced to 9 hours per semester. **All applicants to the Ph.D. program are automatically considered for this award.**

University Fellowships

Each year, the University awards competitive fellowships to graduate students in four separate categories: new (defined as first time in graduate studies at FSU), continuing, and both new and continuing U.S. minority (defined as African American, Hispanic American, Asian American, Native American or Pacific Islander). These fellowships are awarded annually on the basis of academic credentials and are for \$18,000 for the academic year plus both in-state waivers and out-of state waivers (where applicable). Fellowship holders are not required to perform service for the individual departments, but they must be enrolled for at least 12 credit hours per semester during the period of the fellowship. Fellowship holders are eligible to receive an assistantship award in addition to this award. If an assistantship award is received in addition to the fellowship, the registration requirement is reduced to 9 hours per semester. **All applicants to the Ph.D. program are automatically considered for these awards.** A student may receive this award a maximum of three times while enrolled in graduate studies.

Presidential Fellowships

Of those students who are awarded the University Fellowship (above), 10 new graduate students will receive the prestigious Presidential Fellowship. Recipients receive \$23,000 from the University during their first and fourth years in the graduate program. The College supplements the award with the regular assistantship packages.

Applicants must complete their application for admission by Jan. 1 to be considered for any of these awards.

Fellowships for Minorities and Women

McKnight Doctoral Fellowships

These fellowships provide up to five years of support, with a stipend of \$12,000 plus tuition waivers and other support for four years and with the fifth year support at a rate that is typical in the student's academic program. This is a statewide program administered through the Florida Education Fund (FEF). [Applications](#) are available on the FEF website. For more information regarding FSU application procedures, contact the Office of Graduate Studies, 408 Westcott, Florida State University, Tallahassee, FL 32306-1047, (850) 644-3500, or email: dwieckow@mail.fsu.edu.

These fellowships are for newly enrolling African American and Hispanic graduate students. DEADLINE: Jan.15. For more information please contact: Florida Education Fund, 201 E. Kennedy Blvd., Suite 1525, Tampa, FL 33602, (813) 272-2772.

Leslie N. Wilson-Delores Auzenne Fellowship for Minorities

This assistantship is available for all new or currently enrolled minority graduate students. Nomination is through the department or college, but competition for these awards is on a university wide basis. The stipend is a minimum of \$5,000 per academic year plus tuition waivers. Application forms are also available in the Office of Graduate Studies, 408 Westcott, or from the director of graduate studies of the student's program, or email: dwieckow@mail.fsu.edu. DEADLINE: Feb. 1.

[Application](#) for the Leslie N. Wilson-Delores Auzenne Fellowship for Minorities

[Student Application Information](#) for the Leslie N. Wilson-Delores Auzenne Fellowship for Minorities

Ford Foundation Diversity Fellowships

These fellowships are awarded on the basis of national competition to U.S. citizens or nationals. Approximately 60 predoctoral fellowships, 35 dissertation fellowships, and 20 postdoctoral fellowships are awarded annually. The stipend is \$20,000 for the predoctoral fellowship (per year for up to three years), \$21,000 for the dissertation fellowship (for one year), and \$40,000 for the postdoctoral fellowship (for one year). DEADLINES: predoctoral, Nov. 15; dissertation and postdoctoral, November 29. For more information please contact: Fellowships Office, 500 Fifth Street NW, Washington, DC 20001, (202) 334-2872, email: infofell@nas.edu, national-academies.org/fellowships.

American Association of University Women Dissertation Fellowship

This is a national competition for women at the final stage of writing their dissertations. The fellowship provides a stipend of \$20,000. DEADLINE: Nov. 15. AAUW provides other fellowship and postdoctoral opportunities. For more information on fellowship

opportunities for women and application information please contact: AAUW Educational Foundation, 1111 16th Street NW, Washington, DC 20036; Phone: 1-800-326-AAUW; email: aauw@act.org; aauw.org.

Martin Luther King, Jr. Scholarship Fund

Approximately three awards per year are given to graduate and undergraduate students. Stipend is \$350. DEADLINE: Nov. 15. For more information please contact: Joy Bowen, 309 Westcott Building, Office of Multicultural Affairs, Florida State University, Tallahassee, FL 32306-1340, (850) 644-2450.

Latin American-Caribbean Scholars

Graduate students who are citizens from Latin America and Caribbean (including Puerto Rico and the U.S. Virgin Islands) who have been awarded a nonduty scholarship from the U.S. federal government, the State of Florida government or by the government of the Latin American/Caribbean country of origin, of a minimum of \$500 per academic year (fall and spring semesters) may be eligible to be designated as Latin American and Caribbean Scholarship recipients. A Latin American and Caribbean Scholarship recipient (LAC) will be classified as a Florida resident for tuition purposes only. For questions, please contact the Office of Graduate Studies at (850) 644-3500, the International Center at (850) 644-1702, the Office of Graduate Admissions at (850) 644-3420, or the Office of the Registrar at (850) 644-1050.

Minority Graduate Student Orientation Program Award

Open to "New-to-Florida-State-University" graduate students. Upon successfully completing a four-week summer program, recipients receive a \$1,300 stipend. For more information please contact: Dr. Patrick Mason, African-American Studies Program, 211 Bellamy, Florida State University, Tallahassee, FL 32304-4028, (850) 644-9146.

More information on these or other fellowships offered by the university and application links are available on the Office of Graduate Studies' Web site, <http://gradstudies.fsu.edu/fellowships.html>

RESPONSIBILITIES OF DOCTORAL STUDENTS

Financial Assistance and Associated Duties

The College of Business' financial awards serve to facilitate progress toward the doctoral degree by providing financial support as well as work experience that is directly supportive of the doctoral program of studies. As such, the doctoral recipient of the award is both student and employee. The doctoral student is expected to perform well academically to retain the assistantship, and academic progress is reviewed each semester. The work requirements of the financial award are reviewed regularly, both in terms of performance and meaningfulness of assignments.

Graduate studies and the responsibilities of the financial award should reinforce each other. For example, participation in research projects with faculty should not only broaden a student's graduate education, but it may also lead to joint publication or a dissertation prospectus. Involvement in teaching provides a doctoral student with greater insight on topics as well as enhances the student's command of the subject matter and communication skills.

To be effective, the financial award requires considerable interaction and communication among doctoral students, department chairmen and faculty. Without this interaction and communication, the desired professional peer relationship cannot be developed and the benefits of the financial award are reduced.

General Responsibilities of Doctoral Students

- To make steady progress toward their degrees (including good academic performance), while taking at least the required minimum course load each semester;
- To perform assigned duties of the assistantship in an effective and timely manner;

General Responsibilities of Department Chairmen

- To be available to doctoral assistants on a regular basis to discuss their academic and work progress/performance and to assist them in resolving problems that they may encounter related to the assistantship.

Doctoral Graduate Assistants

The department chair is responsible for assigning doctoral graduate assistants to faculty in the department. The chair will explain the general requirements of the graduate assistantship and the expectations concerning performance and hours to be worked. The supervising faculty will involve the student in research or teaching activities as appropriate.

The graduate assistantship is for 150 hours per semester (usually 10 hours per week for 15 weeks). Graduate assistants are required to register for 9 hours.

Doctoral Teaching Assistants

To qualify for instructional responsibility, a student should be an advanced graduate student in good standing in the subject area of the teaching responsibility. A student placed on academic probation will normally not have instructional responsibility. Teaching assistants are required to register for 9 hours.

International student applicants whose native language is not English must submit an acceptable score on the Test of Spoken English (TSE), the SPEAK test, or the Internet-based TOEFL (iBT) prior to an assignment as a teaching assistant.

Guidelines and Responsibilities for Teaching Assistants

One of the objectives of the College of Business is to provide quality teaching. To accomplish this objective, the following guidelines and responsibilities have been established for the department chair, the course coordinator, and the teaching assistant.

The department chair is responsible for assigning the doctoral teaching assistants and for implementing these guidelines for both course coordinators (in departments using those) and the teaching assistants.

The course coordinator or the department chair has the following responsibilities:

- ⇒ Provide overall supervision to graduate students assigned to teaching;
- ⇒ Provide assistance to teaching assistants in the preparation of course syllabi, teaching notes, handouts, homework assignments, exams, and grading standards;
- ⇒ Provide assistance to teaching assistants in resolving problems arising with students;
- ⇒ Involve teaching assistants, as appropriate, in the review of course content, structure, prerequisites, textbooks, etc., and make recommendations regarding such;
- ⇒ Schedule regular meetings with teaching assistants throughout the term to discuss issues, problems, and teaching effectiveness;
- ⇒ To stay informed about the classroom performance of teaching assistants and to take an active role in the development of the teaching assistant's teaching abilities;
- ⇒ To assess and provide a written statement regarding each teaching assistant's English-speaking competency;
- ⇒ To ensure that the assistants complete the training necessary to apply the technology resources available in their classroom.

The doctoral teaching assistant has the following responsibilities:

- Confer with the course coordinator or department chair about the topics covered in the course;
- Submit a copy of the course outline/syllabus to the course coordinator for review; (For the benefit of students, be as explicit and complete as possible concerning the requirements of the course, grading policy, assignments, office hours, etc.)
- Adhere to the University policy on final examination scheduling; (It is not permissible to give an exam the last week of the term unless a final [or last] exam is also given during the regularly scheduled exam period. A final exam may not be given during the separate exam period at a time other than that which appears on the Examination Schedule listed on the Registrar's website at <http://registrar.fsu.edu>. Click on "Registration Guide" to find the examination schedule for the specific term.)
- Be knowledgeable about the FSU honor code, policy on sexual harassment and observance of religious holidays;
- Discuss any special situations or problems concerning the course or students with the course coordinator or department chair;
- Keep the course coordinator or department chair informed of any necessary absences from class;
- Discuss and review the preparation and proctoring of exams as necessary; (Discuss the style, difficulty, length, and appropriateness of your exams with the course coordinator or department chair, especially if it is the first time you have taught the course.)
- Avoid assigning incomplete grades if at all possible; (All incomplete grades must be approved by the course coordinator or department chair.)
- Prepare your final grades at the end of the term; (If you have any questionable grades, consult the course coordinator or department chair.)
- Post and keep office hours as specified by the department chair;
- Have a student evaluation of the instructor – the Student Perception of Teaching (SPOT) – completed in each course section you teach; (The evaluation should be performed in class during the time period designated. The necessary forms and procedures may be requested through the office manager).
- Leave a forwarding address and phone number with the office manager at the end of each term. If you are not teaching the following term, leave your grade book and records with the office manager. These records should include actual test scores with relevant weighting proportions,

other scores and factors used in determining the grade, and final grading scale. This is especially important if you are leaving the Tallahassee area.

- Participate in the PIE preparation course before the beginning of the Fall term and, if appropriate, the preparation courses in the Spring term.

Teaching Assistant Workload and Class Size

The graduate assistant is expected to teach two sections per academic year in their third and fourth year and one section in the summer. The base rate for the teaching assistantship is for teaching one class of up to about 60 students. If a doctoral student teaches a class with more than 60 students, the following general rates will apply, based on classroom sizes:

- ❖ about 85 to 110 students 1 ½ times the base
- ❖ about 125 to 155 students 2 times the base

University Program for Instructional Excellence

The College of Business is an active participant in the University Program for Instructional Excellence and requires all doctoral teaching assistants to participate in this program through the following actions:

- New teaching assistants will take part in the orientation programs that precede the fall semester;
- Teaching assistants are expected to attend one or more of the scheduled workshops offered each term; (The workshops will provide techniques for improving teaching instruction.)
- Teaching assistants are encouraged to take advantage of the individual consultation/videotaping opportunities offered by the Center. Individuals identified by the course coordinators as having particular difficulty in the classroom may be required to use this service.

The University Program for Instructional Excellence sponsors paid teaching associates selected from the teaching assistants to help administer this program within the individual colleges. In addition, they sponsor annual teaching awards that include a cash award. For additional information, contact the Program Director or their web site: <http://learningforlife.fsu.edu/ctl/collaborate/PIE/index.cfm> .

College Teaching Assistant Awards Program

In addition to the University teaching awards, the College of Business offers each year a number of awards annually for outstanding teaching performance by graduate teaching assistants. The procedures and selection criteria are as follows:

- Each department may submit a maximum of two nominations, in rank order, to the DPPC. Nominees should not have won the award previously. The DPPC will evaluate the nominations and determine the winners of the awards;
- The awards program will be independent of the University awards program, i.e., a student may be nominated for the University program as well;
- In order to be eligible for the award, the teaching assistant must have (1) taught at least twice (and have teaching evaluations) and (2) had primary or exclusive teaching responsibility for the classes;
- The nominee's folder should include:
 - Letter of support from the department chair;
 - Letter of recommendation from another department faculty member (optional);
 - Short narrative from the nominee describing "Qualities of an Outstanding Teacher" (one page maximum);
 - Copy of the student's vita;
 - Copies of teaching evaluation summary pages from all semesters in which the nominee taught;
 - Syllabi from all semesters in which nominee taught;
 - Summaries of grade distributions from last two semesters in which nominee taught.
- Nomination folders are due to the Doctoral Policy Committee by **May 1**;
- Award winners will be announced as soon as possible after the nomination deadline;

Doctoral Research Assistants

The department chair is responsible for assigning doctoral research assistants to various faculty members in the department. The chair will explain the general requirements of the research assistantship and the expectations concerning performance and hours to be worked. The faculty who supervise the research work of the doctoral research assistant will involve the student in his or her research activities.

The research assistantship is for 150 hours per semester (usually 10 hours per week for 15 weeks). Research assistants are required to register for 9 hours.

There may be opportunities to expand upon the research collaboration between the faculty and student by enrolling in Supervised Research or Directed Individual Study courses as specified on the student's Program of Studies. In this way, the doctoral research assistantship directly supports the development of the student's research capabilities and progress in the program.

ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES DOCTORAL PROGRAM OF STUDY

Programs of Studies Outline (POS)

During the first semester in the program, doctoral students work with the OB/HR Ph.D. adviser to design a program of studies consistent with departmental requirements, the students' interests, and relevant previous graduate work. Throughout the remainder of this guide, the reference to the Ph.D. adviser is intended to include the major professor as applicable. A Programs of Studies Outline (POS) is completed and signed by the primary area adviser, the support area adviser, and the associate dean for graduate programs as a minimum form of record specifying the schedule of course work required of the individual student. It is the joint responsibility of the student and the Ph.D. adviser to ensure that the completed and signed form is on file with the College of Business Graduate Office by the end of the student's first semester for the primary area course work.

The POS form is to be updated by the end of the student's second semester for the support area course work and tools and analytical research (TAR) course work. Any changes to the POS must be approved by the primary area adviser and by the associate dean for graduate programs. (The involvement of the support area adviser will be necessary if change is required in the support area.)

General Prerequisites

Students should plan to spend four years in residence. The first two years are devoted to coursework and preparation and completion of doctoral examinations. The remaining two years are devoted to the development and completion of a doctoral dissertation.

Organizational Behavior and Human Resources (OB/HR) Doctoral Program

General Description

The defining features of the OB/HR Doctoral Program are personal development, participation in scholarly activity, and diversity within a supportive, collaborative research and learning environment. The supportive environment is partly reflected in our low attrition rate among those few (typically two or three) students we admit each year. Our commitment to academic training has led to job placements in such schools as Pennsylvania State University, University of Georgia, Auburn University, University of Alabama, Texas Christian University, and the University of Utah.

The diversity and flexibility of the program is perhaps best illuminated through the faculty. The faculty possess expertise in a wide range of areas within OB/HR, including leadership, the management of stress, social influence, attributional tendencies of leaders and workers, organizational politics, labor relations, and employee staffing and performance management. Faculty research efforts have been published in scholarly outlets, such as *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Management*, and *Industrial Relations*, as well as in invited book chapters and presentations at professional meetings.

Prerequisites

OB/HR doctoral students must have a bachelor's degree from an accredited college or university. Although we prefer students to also have a master's degree in business or a related field (e.g., industrial and organizational psychology), it is not a requirement. If students have strong credentials (e.g., high GMAT scores) and demonstrate maturity, we sometimes allow them to begin the program without a master's degree.

Tools for Analysis and Research (TAR) Coursework

All OB/HR doctoral students take six Tools for Analysis and Research (TAR) courses. TAR course selection and substitution (where appropriate) is done in conjunction with, and must be approved by, the primary area adviser. Students must take the following four TAR courses:

ISM 6979	Seminar in Philosophy of Science
MAN 6917	Research Design
MAN 6934	Data Analysis
MAR 6665	Causal Models

Plus two additional courses. Below is a suggested list of possible elective TAR courses.

MAR 5935	Consumer Behavior Methods
EDF 6937	Meta-analysis
EDF 6937	Hierarchical Linear Models
EDF 5409	Causal Modeling
EDF 5410	Non-parametric Analysis

EDF 5434 Measurement Theory II
 EDF 6475 Qualitative Methods

Students should consult their primary advisor and/or the doctoral program coordinator to help determine the courses. The primary adviser can be helpful in determining the course that will best fits the needs of the student.

Primary area

The OB/HR program includes courses dealing with perception, attitudes, personality, stress, leadership, group dynamics, motivation, organization design, human resource management, and labor relations. The courses are taught in a seminar format in which research design, data analyses, and other methodological issues are taught to expand the student’s research competencies. In addition to the general prerequisites for doctoral study, a master-level course in Organizational Behavior is also compulsory for admission to the program.

Doctoral students specializing in this program must complete the following primary area seminars that include two special topics (ST):

MAN 6235 Organizational Theory
 MAN 6275 Organizational Behavior
 MAN 6306 Human Resource Management
 MAN 6933r Special Topic I (Topics Vary)
 MAN 6933r Special Topic II (Topics Vary)

Additional primary area courses may be selected in consultation with the student's primary area adviser.

Support area

The Support area further develops the student’s research skills. OB/HR students are required to have a support area in statistics/research methods and must take the following three courses:

EDF 5401 General Linear Model
 EDF 5402 Analysis of Variance
 EDF 5406 Multivariate Analysis

Typical Suggested Course Sequence for Organizational Behavior and Human Resources OB/HR Doctoral Students*

	Fall	Spring	Summer
First Year	MAN 6275 (OB) ISM 6979 (Philosophy of Science)	MAN 6306 (HR) MAN 6917 (Research Design) EDF 5402 (ANOVA)	MAR 6665 (Causal Models) EDF 5406 (Multivariate) Supervised Teaching

	EDF 5401 (GLM)		
Second Year	MAN 6933 (Special Topics 1) MAN 6934 (Data Analysis) Statistics elective (e.g., EDF 6937)	MAN 6933 (Special Topics 2) MAN 6235 (OT) Statistics elective (e.g., MAR 5935)	Comprehensive exams
Third Year	Dissertation	Dissertation	Dissertation and Defense

*Schedule subject to change.

PRELIMINARY EXAMINATION

General

In order to be considered a candidate for the doctoral degree, a student must pass his or her preliminary examination. These are usually comprehensive written examinations covering a student's primary area. A comprehensive oral examination is also required following the written examinations. Specific details concerning the content, scheduling, and grading of the exams and the make-up of the examining committees are available from each primary area adviser. The following general policies and procedures apply to all programs.

Scheduling and Administration

The scheduling, composition, preparation, administration, and grading of preliminary examinations are the responsibility of the primary area. Typically, portions of the primary area written examination are taken over 1-3 days.

All coursework in the primary area, the support area, and the TAR area, including the removal of all incomplete grades (I), must be completed prior to the primary area examination. (Exceptions to the primary area examination requirement may be granted by the primary area adviser to allow for exceptional cases where a Support area course could not be scheduled until a later semester.) The student must register for MAN 8964 in the term in which the primary area examination is scheduled.

Grading

The grade assigned for a primary or support area examination is **high pass, pass, low pass, fail, or incomplete**. The assigned grade reflects the examining committee's evaluation of the examination as a whole, including the oral examination if required, with the grade assigned on the basis of a majority vote of the committee.

A grade of high pass, pass, or low pass on the primary area examination advances the student to doctoral candidacy and is indicated by the submission of a grade of Pass (P) on MAN 8964 by the primary area adviser. If a grade of Incomplete (I) is assigned on MAN 8964, this indicates that the examining committee has reason to continue the examining process through a retake of the examination and/or supplemental work to correct a perceived deficiency.

In cases of an Incomplete (I) grade, the examining committee will specify in writing the conditions to be fulfilled by the student prior to any retake of the examination. If a grade of Fail (F) is assigned on MAN 8964, the student is automatically dismissed from the doctoral program. The student then has the right to appeal as outlined in this guide.

The examining committee chair normally arranges for submission of preliminary examination grades to the associate dean of graduate studies within approximately two weeks after the examination dates. In unusual circumstances, and prior to the scheduling of the examination, this

time frame might be extended upon mutual agreement of the students who are scheduled to take the examination and the primary area adviser.

Procedures for Examinations

- The signed Program of Studies on file with the College of Business Graduate Office; (All courses listed on the Program of Studies must be completed with no outstanding incomplete grades.)
- The Graduate Office will supply the doctoral exam packets for the doctoral exams;
- Notify the Graduate Office when you have a tentative date set so that a room may be reserved;
- Be sure to register for MAN 8964, Doctoral Preliminary Examination, for the term in which you are taking your primary Exam. (You will need to be assigned a reference number for registration purposes.) If you have any questions, contact the Graduate Office for more details and information.

DISSERTATION

General

After admission to candidacy, all doctoral candidates write and defend a dissertation as the final phase of the Ph.D. program. The following sections contain basic guidelines for the selection of a committee, registration for dissertation hours, and format for the dissertation.

Dissertation Hours

The student may enroll in dissertation hours only upon completion of the preliminary examinations and the formal assignment of a passing grade in MAN 8964. The student will receive a registration number provided by the College of Business Graduate Office in every semester in which MAN 6980 is taken. The candidate will receive a grade of Incomplete (I), Satisfactory (S), or Unsatisfactory (U) for any dissertation hours taken.

A minimum of twenty-four (24) hours of dissertation credit must be earned within a 12-month period prior to the granting of the Ph.D. degree in business. The candidate must register for dissertation hours (MAN 6980) each semester until the dissertation is completed, even after the minimum of 24 hours has been attained. The following specific policies apply:

- A student on an assistantship must register for a minimum of 9 hours of dissertation credit each semester; (A student receiving financial aid is required by the Financial Aid Office to register for 6-12 hours [unless on an assistantship].)
- A student who is using office, computer, or library facilities must register for a minimum of 3 hours of dissertation credit;
- A student who is not in residence (on campus) must register for a minimum of 2 hours of dissertation credit in each semester prior to the semester of the dissertation defense;
- A student must register for a minimum of 3 hours of dissertation credit in the semester of the dissertation defense, since it is presumed that the committee is actively involved in reading the final draft of the dissertation;
- A domestic student must register for a minimum of 2 semester hours of dissertation credit in the term in which the degree is granted, even if the student has completed the final dissertation defense in a previous semester. (Exceptions to this may be granted by the associate dean of graduate studies.) International students must register for three hours.

Dissertation Committee

The dissertation committee approves both the nature and scope of the dissertation topic and the research methodology to be used. In general, the candidate is expected to finalize the selection of a

dissertation committee and have an approved topic by the end of the semester following completion of the preliminary examinations.

The dissertation committee consists of at least four members, all of whom must have Graduate Faculty Status or Graduate Teaching Status with Co-Doctoral Directive Status. Members of the committee must include at least two members from the candidate's primary area and a member-at-large from a different department of the university. (The member-at-large is normally from the student's support area). The dissertation chair, one other member from the candidate's primary area, and the member-at-large must all be tenured, hold GFS and be qualified to chair dissertations in their home department.

The candidate, in consultation with the primary area adviser and department chair, selects the committee chair. Once the committee chair has agreed to serve, the candidate and the chair work together in consultation with the primary area adviser to recruit the remaining committee members. The committee is submitted to the associate dean for graduate programs by the department chair for formal appointment. The department chair is responsible for ensuring that the approved committee members are notified of their appointments.

Prospectus

The candidate must present and orally defend a dissertation prospectus (proposal) to the dissertation committee according to the guidelines specific to the primary area. The approval of the proposed research by the committee assures the candidate that there is agreement on the nature and scope of the topic and on the methodology to be used. Notice of approval of the prospectus is submitted to the department chair and the associate dean for graduate programs by the dissertation committee chair. A Research Approval Form must be completed, signed by the committee, and submitted to the Graduate Programs Office for processing. In general, the candidate is expected to complete a successful defense of the dissertation prospectus within two semesters of completing the preliminary examinations. Although there is no formal retention requirement on this issue, the eligibility for supplemental aid through additional teaching assignments is closely related to the timeliness of the defense of a dissertation prospectus.

Dissertation Defense

When the committee believes that the dissertation is ready for final presentation, the candidate must successfully defend the dissertation before the committee and any other individuals interested in attending. At this time, the candidate should register for MAN 8985.

Detailed information concerning the dissertation defense and the administrative responsibilities of the major professor (committee Chair) are included in the [Graduate Bulletin 2009-2010](#) under "Doctoral Degree Programs."

The Graduate Office should be notified of the date and time of the final defense. The office will find and reserve a room for the proceeding.

Time Limit for Completion

All requirements for the Ph.D. must be completed within five calendar years from the time the student passes the written preliminary examinations. If the requirements are not completed, the candidate may be required to retake preliminary examinations and/or course work to continue in the doctoral program. If continued progress toward the degree appears unlikely, the dissertation committee may recommend to the DPPC that the candidate be dismissed from the program.

In unusual cases, it may be possible to obtain an extension of the five-year limitation from the Dean of Graduate Studies while waiving the requirement that the preliminary examination be retaken. Such an extension will normally be granted only when it is clear that the student has remained current with respect to knowledge and techniques in the field. Any request for an extension of the five-year limitation must have the approval of the majority of the dissertation committee, the major professor, the department chair and the associate dean for graduate programs before it is sent to the University's Office of Graduate Studies for final approval. The recommendation for an extension is presented to the department chair for forwarding to the associate dean for graduate programs.

RESIDENCY, NORMAL PROGRESS AND TIME LIMITS

Residency

The Doctoral Program in Business is a full-time program. Business doctoral students should plan on enrolling full-time for at least three to four years, depending on the selected primary area, to complete their required coursework and examinations. Full-time enrollment is also required to qualify for financial assistance. Doctoral students are strongly recommended to be in residence for one additional year of dissertation research after successfully passing the preliminary examination.

Normal Progress and Time Limits

Students with prior business graduate education should complete their coursework and preliminary examinations within two to three years depending on the primary area. The dissertation normally takes one to two years to complete. The average time for students to complete their doctoral degree is about four years.

Students without prior business graduate education are admitted to a preliminary year to complete the general prerequisites, as well as, those required within each of the specific primary areas. In some cases, these students may be able to complete prerequisite business courses at another university and/or by enrolling at Florida State University during the summer semester prior to beginning the doctoral program. Credit is limited to coursework that is less than seven years old and taken at accredited universities.

Final Term Requirements for Doctoral Students

There are a number of administrative procedures that must be completed in the final semester. Obtain a copy of the most recent update of these in the COB Graduate Office.

RETENTION POLICIES AND PROCEDURES

Policy

A doctoral student is considered for non-retention because of unsatisfactory academic performance, unsatisfactory performance on the Ph.D. preliminary examinations, or unsatisfactory progress on the dissertation, according to the following criteria:

- A grade of C+ or lower (including U grades) in any course required in the student's doctoral program of studies;
- A cumulative grade-point average of lower than 3.20 in all courses taken since admission to the doctoral program; [Note that a cumulative GPA below 3.00 for two consecutive semesters results in an automatic dismissal by the University.]
- Three or more Incomplete (I) or W grades within two consecutive semesters;
- Completion of fewer than 9 hours per semester for two consecutive semesters;
- The lapse of more than one semester since completion of required course work without taking the primary area examination.
- Two unsatisfactory (U) grades in dissertation hours.

A student using University facilities and/or receiving financial aid is expected to make satisfactory progress on the dissertation after admission to candidacy. Satisfactory progress is considered to be the appointment of a dissertation committee and the approval of the dissertation topic by the end of the semester following the completion of the preliminary examination and the defense of a dissertation proposal by the end of the second semester following the completion of the preliminary examination.

Procedures

When a retention problem occurs, it is the responsibility of the student's primary area adviser or major professor to collect all evidence relative to the student's performance in the primary area, support area, TAR area, and in the preliminary examinations. A primary area adviser may assign this responsibility to more than one faculty member. This evidence is then presented to the DPPC. (The DBSA representative is not included in retention issue discussions.)

The primary area adviser or major professor will conduct a meeting of faculty in the primary area who are actively involved in the doctoral program. The purpose of the meeting is to make a recommendation to the DPPC. Departments may choose to conduct a secret ballot.

The primary area adviser or major professor will appear before the DPPC and present the recommendation of the department faculty. If continuation in the program is recommended by the

primary area faculty, it is the responsibility of the primary area adviser or major professor to present specific remedial recommendations to the DPPC. These will include the student's future program of study, the student's eligibility to take the preliminary examination, and receipt of future assistantships or fellowships.

It is the responsibility of the DPPC to evaluate the evidence and recommendations presented to them. The DPPC also is responsible to ensure that retention policies are consistent within the College of Business and that they conform to university guidelines.

Appeals and Readmission after Dismissal

A student may appeal a recommendation for dismissal from the doctoral program. These include both University dismissals and College dismissals based on either the criteria specified above or receipt of a grade of fail (F) on the preliminary examination. Such a readmission must be requested by the student in writing and will be addressed to the primary area adviser with a copy to the associate dean for graduate programs. The procedures for reviewing these requests are the same as those for reviewing retention decisions as outlined above.

OTHER POLICIES AND PROCEDURES

Independent Study Courses

Doctoral students may do independent study, research, or teaching by enrolling in special studies, directed individual study (DIS), supervised research, or supervised teaching courses. Enrollment in any of these courses must be approved by the primary area adviser and the supervising faculty member. A doctoral student may take as many hours of independent study courses as are required and approved by the student's primary area adviser and the associate dean for graduate programs. According to the University rules governing registration, no more than 5 hours of graduate-level supervised research and/ or supervised teaching may be taken during the student's program.

The procedures and forms required for registering in independent study courses may be obtained from the College of Business Graduate Office. These forms must be completed prior to the start of the semester in which the course is taken.

Incomplete (I) Grades

The policies and procedures outlined below are to help in the advising of students more effectively, not only about the purpose and use of the Incomplete (I) grade, but also about the requirements for removing that grade.

University Policies and Procedures

- The Incomplete grade should not be used to allow repeating a major part of, or the entirety of, a course. If a student has had extensive absences from class, an Incomplete grade normally should not be assigned. Normally, the Incomplete grade is for the purpose of allowing students to make up exams or specific class projects they have missed and were not able to complete by the end of the semester.
- If the Incomplete is assigned, the instructor should provide the student with a written statement of the work that needs to be completed and the date it has to be completed (normally the end of the following semester).
- When work is completed and graded, the instructor must complete and submit a Change of Grade Form to the associate dean by the end of the semester following the semester in which the Incomplete grade was assigned.
- Students should not register for any courses in which they have Incomplete grades. If they do so, the Incomplete grade changes to Fail (F).
- If the instructor desires to extend the Incomplete grade for one semester, an Extension of Incomplete Form must be completed by the instructor and approved by the associate dean

for graduate programs. If the extension form is not completed, the incomplete grade will be changed to an IE (incomplete expired) or GE (grade expired), both of which are computed as Fail (F) grades in the GPA calculation.

- If the required work is not completed in the time specified on the Incomplete Extension Form, the grade will be changed to an IE or GE the first semester the student is enrolled again. Normally, a second extension of the Incomplete grade will not be approved unless there are serious personal or medical reasons. The student may be required to repeat the course in which the IE or GE grade is received if it is required in the student's program, at the option of the area faculty.

College Policies and Procedures

- In addition to the University Incomplete grade policies and procedures summarized above, the following additional College policies and provisions also apply to doctoral students.
- All Incomplete grades in courses which are required in a student's program of studies (TAR, Primary, or Support areas) must be removed before the student can take any of the required preliminary examinations and be admitted to doctoral candidacy.
- If a student desires a second extension of an Incomplete grade, written justification must be submitted to the instructor and the associate dean for graduate programs for their review and approval. Normally, a second extension of the Incomplete is not approved unless there are serious personal or medical reasons.
- For Incomplete grades in courses taken more than two semesters ago the grade will be changed to IE or GE and the course must be formally repeated by the student. Also, the IE and GE grade will cause the Doctoral Admissions and Retentions Committee to review the student's progress in the doctoral program and decide whether the student should be permitted to continue in the program. Exceptions to this policy are discouraged.

ADMINISTRATION AND SUPPORT STAFF

The following is a list of names, titles, and phone numbers for the individuals in the College of Business who are currently responsible for graduate academic programs, advising, and student affairs.

Dean's Office- Room 314 RBA

Caryn Beck-Dudley, Dean, 850/644-3090, cbeckdudley@cob.fsu.edu

Bruce Lamont, Associate Dean for Graduate Programs, 850/644-9846, blamont@cob.fsu.edu

Director of Doctoral Programs – Room 350 RBB

Dr. Pamela L. Perrewé
644-7848
pperrewe@cob.fsu.edu

Department of Management - Room 305 RBA - 644-5505

Dr. Annette Ranft, Department Chair
644-9657
aranft@cob.fsu.edu

Dr. Chad Van Iddekinge, Doctoral Adviser for Strategic Management and Organizational Behavior and Human Resources, (Room 361 RBB)
644-7867
cvanidde@cob.fsu.edu

Dr. Ashley Bush, Doctoral Adviser for Management Information Systems, (Room 510 RBA)
644-2779
abush@cob.fsu.edu

Graduate Programs Office - Room 233 RBB

Dr. Victor Ranft, Director of Graduate Programs, 850/644-7837, Room 233A RBB
vranft@cob.fsu.edu

Jennifer Clark, Doctoral Programs Coordinator, 850/644-8294, Room 233E RBB
jsclark2@cob.fsu.edu

Norm Palmer, Office Manager, 850/644-6458, Room 233 RBB, npalmer@fsu.edu

Blackboard Support and Career Services

Joanna Southerland, Director of Graduate Online Programs, career services, 850/644-1480, Room 233 RBB, joanna.southerland@fsu.edu

Faculty Directory

http://www.cob.fsu.edu/faculty/faculty_staff.cfm?type=1

Computer Center -- Room 121 RBB (cobcc@cob.fsu.edu)	644-4426
Marty McClamma, Director of Technology	644-8238
John Livingston, Technical Support	644-6229
Ray Marky, Technical Support	644-0536
Ph.D. Students Computer Lab - Room 221 RBB	644-7791

CONCLUDING REMARKS

The faculty members in the College of Business are committed to a high level of involvement with doctoral students. Doctoral students will find that faculty members are available and highly supportive in developing the teaching and research competencies of doctoral students. This emphasis on excellence begins with the admissions decisions, carries through the coursework and the dissertation phases, continues in high-level placement of graduates and culminates in joint research and publication after graduation.

Doctoral students are expected to exhibit a high commitment to excellence in their coursework and related teaching and research responsibilities. If problems occur during the doctoral program of studies, doctoral students are encouraged to seek out the primary area faculty, department chair or the associate dean for graduate programs for their resolution.