

PROGRAM OF STUDIES

A doctoral student's program of study is tailored to develop the student's particular abilities, interests, and goals. An ongoing process of coursework and professional experience is devised to help the student acquire the knowledge and skills necessary to function at the highest academic and professional levels. Figure 2 shows the formal process for completion of the doctoral program of study.

STUDENT AREA COORDINATOR

The Area Coordinator will meet with the candidate upon his or her entry into the program to assess the individual's background and to recommend a program of study for correcting any existing deficiencies in support area prerequisites and to provide information about what is necessary to satisfy degree requirements.

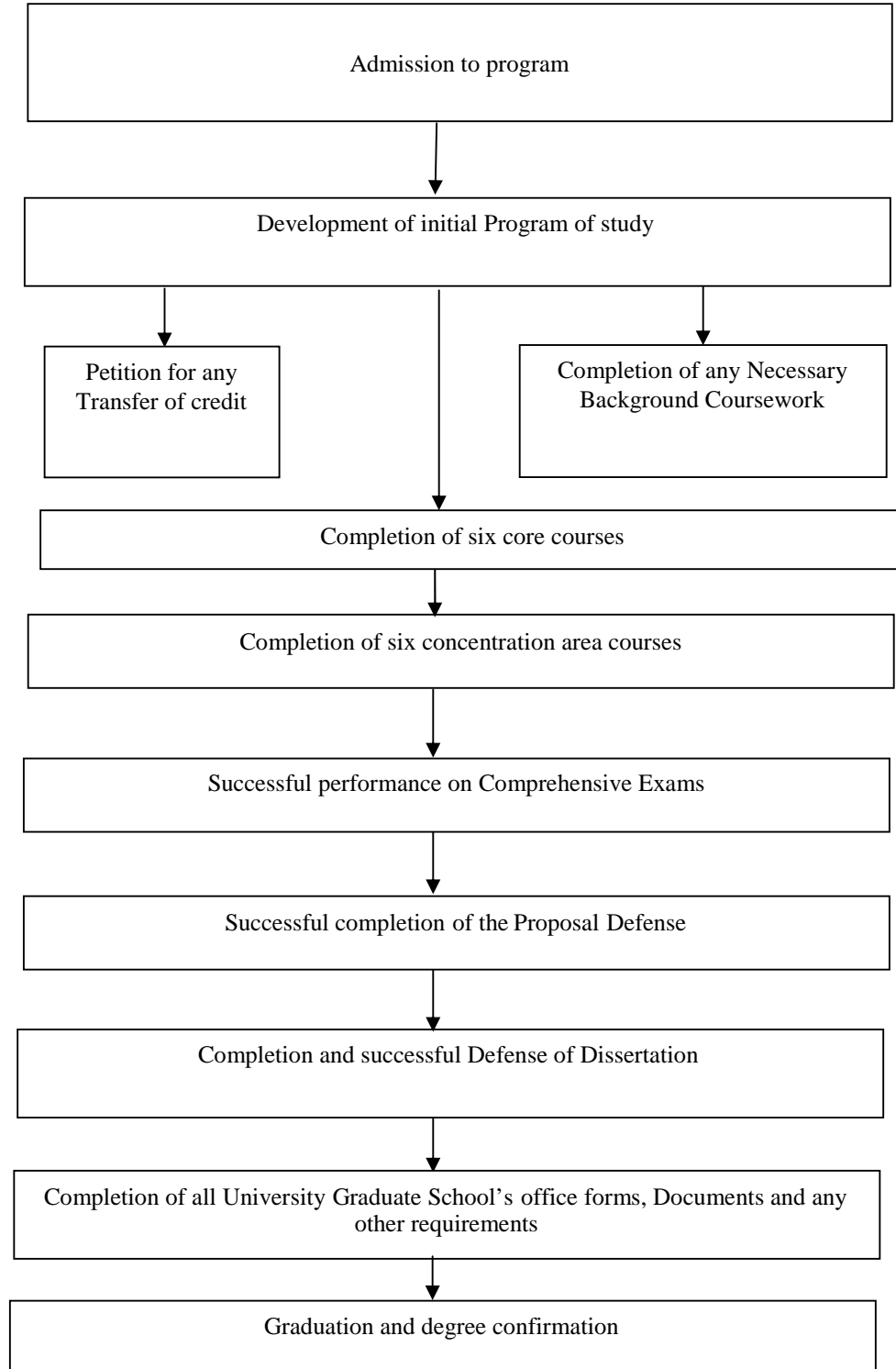
The Area Coordinator will bear in mind the need for each student to have a strong package of research tools and skills. The coursework required will be dependent upon the student's background, need to acquire prerequisite knowledge and skills, talents, and career research interests.

DEVELOPING THE PROGRAM OF STUDY

Each doctoral student will develop a program of study in conjunction with the Area Coordinator upon entrance into the program. Development of the program of study is an iterative process which provides a student with some certainty regarding the necessary milestones in pursuit of the degree, while at the same time allowing flexibility for adjustment to the dynamic nature of doctoral level study. The process must serve as a specific plan of action so that the student always has direction and knows what is necessary to reach his or her goals, at the same time; the program of study should be developed so as to maximize the range of intellectual options available. The program of study should be viewed as a blueprint to structure coursework and professional activity that is capable of changing with the student's progress and evolution of understanding during the program. This ongoing modification enables the student to take advantage of the following conditions:

- innovations in the student's field of study
- continuing acquisition of the latest technical and informational resources
- changes in faculty and course availability
- emerging student research interests
- development of the student's intellectual abilities.

Figure 2
Formal Process for Doctoral Program Completion



Accordingly, the student and the Area Coordinator will meet at regular intervals to discuss and implement adjustments in proposed coursework. Through a system of electronic mail, minor modifications and updating can be quick (and efficiently communicated to the student, and the Director of Doctoral Studies Program). This procedure should minimize misunderstandings and deficient aspects of the student's program of study so that few administrative problems arise during the program and there is clarity regarding what is necessary for program completion.

An example Program of Studies Form is shown in Appendix D as it might appear when completed. This document serves as a guide to the student for delineating the stages which must be passed to receive the degree. When this form is completed, it is submitted to the PhD Program Manager with a copy to the student.

TRANSFER OF CREDITS

Graduate level credits obtained as a non-degree seeking student or at another university may be transferred into a graduate program provided that the courses were completed within the six years preceding admission to the program. Residency limitations do not apply to credits earned as part of a completed graduate degree. Exceptions to this limit must be approved by the degree granting program, the Dean of the College of Business Administration and the Dean of University Graduate School.

Doctoral Programs may accept a maximum of 36 semester hours earned as a graduate degree seeking student.

Acceptance of transfer credits is dependent on the following provisions:

- only grades of 3.0 or better on a 4.0 scale are acceptable
- courses were taken at an accredited institution
- the courses are relevant to the doctoral program in which the student is accepted, as judged by the Admissions Committee
- official transcripts of such courses have been received by the Registrar's Office
- the courses were completed within the six years preceding admission to the program (does not apply to credits earned as part of a completed graduate degree).

Waiver of Transfer Credit Requirements

Waiver of any of these limits may require approval by the student's Ph.D. Area Coordinator, Department Chairperson and Doctoral Program Director, the Academic Dean and University Graduate School Dean as indicated on the form entitled: "Petition for Exception to Requirements." Each program area of concentration specifies criteria and standards governing the recommendation of exceptions as part of their program policies and procedures manual, Exceptions are reviewed by the Doctoral Studies Program Policy Committee.

Credit for Non-College Learning

Graduate credit will not be awarded for experiential learning.

DEGREE REQUIREMENTS

General degree requirements for all doctoral candidates are:

- Ninety credit hours beyond the bachelor's degree or sixty-four hours beyond the master's degree
- A minimum of 18 credit hours within 12 months residence at the university is required
- Demonstration of practical knowledge of research methods and procedures in the areas of statistics, economics, and behavioral sciences
- Demonstration of mastery in a primary area of concentration through comprehensive examination or a vehicle established by student's department/school
- Proficiency in a support area
- Successful completion and oral defense of a doctoral dissertation

COURSES & PROGRAM REQUIREMENTS - CURRICULUM OVERVIEW

The Doctor of Philosophy in Business Administration curriculum is a program of study, teaching and research. The curriculum emphasizes scientific study of decision making in administrative contexts and the development of research abilities within a particular area of concentration. While the program is tailored to student interests, a set of requirements for all doctoral students is maintained in the program curriculum.

The rationale underlying the program of study at Florida International University is that business administration is a professional discipline in which increased knowledge, theory and research are necessary to further the development of the discipline. Capacity to do productive research requires study and use of quantitative methods as basic problem solving tools and cultivation of this capacity is therefore an integral part of the curriculum. The program emphasizes knowledge in both a particular area of concentration and in several support areas in accordance with the student's interests and goals. The First Tier of the program is intended to develop the student's breadth of knowledge in different areas and to correct any deficiencies in preparation for further doctoral study. The Second Tier is intended to develop the student's depth of knowledge in a particular area of concentration.

The objective of the curriculum is the systematic development of teachers, researchers and executives who will be prepared to accept leadership responsibilities in all types of institutions and organizations. Innovation and experimentation are strongly encouraged in all aspects of the program.

Prerequisites

The Ph.D. Program in Business Administration at Florida International University is designed to admit individual student's with bachelor degrees in any discipline. In addition to the above prerequisites, it is expected that entry level candidates for the Doctoral Studies Program in Business Administration possesses, at a minimum, the conceptual and technical competence equivalent to that of the normal undergraduate business major. This shall be interpreted to include the basic quantitative, statistics, and economic coursework.

Tier I - Basic Tool Area Requirements

The coursework necessary to satisfy the core "tool area" requirements of the program includes six doctoral level courses. These six courses are tailored differently for different areas of concentration. Please see the details in the area of interest.

The program will be tailored to meet the needs of the student's area of specialization. For example, the statistics requirement may be a sequence of coursework in econometrics or psychometrics. Quantitative methods might include deterministic or stochastic methods, simulation or causal modeling with structural equations. Selection of this portion of the student's program will be coordinated between the Student's Area Coordinator and the Chairperson of the student's area of concentration.

Tool area requirements will normally comprise the first year of coursework, along with any prerequisites that are necessary to enable the student to undertake doctoral level coursework.

Tier 2 - Concentration Area Coursework

Concentration area coursework includes course offerings within particular departments. In tailoring the program to interests and goals, the student's Area Coordinator may design a program of study including both required and elective courses within the concentration area as well as other areas, departments or colleges. Specific course offerings and requirements are described for each concentration area in Section VII; Concentration area coursework is normally taken during the second year of doctoral study. Some concentration area courses may be taken during the first year of study with the student's Area Coordinator approval. Through the iterative Program of Study process, Tier 2 coursework can evolve to satisfy changing student-faculty interests.

Research Forum and Colloquia Series

During residency all doctoral students are required to attend, as part of their coursework, the Research Forum and Colloquia Series. This forum involves the presentation and discussion of research, research proposals by faculty and students, and presentations by distinguished researchers from other institutions. It also serves as an arena for the discussion of doctoral research projects. The forum is used for structuring research projects in the formative stages and provides an opportunity for doctoral students to communicate with their peers concerning progress and problems in functional areas. The

Research Forum is conducted on alternating weeks at the College and the Departmental Levels. The College-wide meeting is intended to provide students with knowledge of current events, program development and as a forum for presentation of Qualifying Projects. Departmental-level meetings are intended to foster research presentation and discussion within the student's major area of concentration.

Teaching Requirements

Teaching excellence and classroom experience are important parts of the program. All doctoral candidates are required to serve as teaching assistants for at least one and possibly two terms. The teaching experience shall be made a significant and useful one and conducted under the supervision of a full-time faculty member of professorial rank. Teaching Assistants should teach intermediate and advanced courses at the undergraduate level as well as introductory courses. Prior to being given full responsibility for a course, the teaching assistant should be given an opportunity to prepare and conduct several classes under the supervision and observation of a full-time faculty member. The faculty member should counsel the assistant with respect to his/her performance and suggest ways for improvement. Several sessions (non-credit) in educational pedagogy will be conducted for teaching assistants. Videotaped sessions will be used on occasion for purposes of counseling and enriching the teaching experience. Teaching Assistants will be expected to teach 3 credit hour loads. More information is contained in Appendix 1, Graduate Assistantship Job Descriptions.

Comprehensive Examination

A comprehensive examination will be required for all doctoral students, A passing score will be necessary for advancement to candidacy and to begin the focus on dissertation research.

Eligibility - To sit for comprehensive examinations, students must meet the following criteria:

- *All course work must have been completed by the end of the semester prior to the semester in which the exam was given, or the student's Area Coordinator must certify that the student is capable of completing all required course work for the degree by the end of the semester in which the candidacy examination is given*
- *The student must have completed the residency requirement or must be enrolled for the course work which will constitute such completion at the time of examination*
- *Grades of Incomplete must have been removed from the student's transcript by the end of the semester prior to the semester in which the exam is given*
- *The student must be in good academic standing in the University*
- *In conjunction with the student's Area Coordinator, the Doctoral Program Policy committee must certify that the student has completed all required*

course work for the degree

Comprehensive examinations must be successfully completed within six years of the time of admission to the program. Exceptions to this policy must be recommended by faculty of the degree concentration area, the Dean of the College of Business, the dean of Graduate Studies and be approved by the Graduate Council.

Doctoral Student Qualifying and Comprehensive Examination

Qualifying Examination and Project:

Upon completion of Tier 1 coursework, all students will take a Qualifying Examination in June. After successful completion of the core qualifying examination, the student will enroll in GEB/FIN 7906 Independent Study for Doctoral students or to work on a research project. Students who fail in the Qualifying Examination will be terminated from the program. Projects are guided by one or more faculty advisors. Students may select faculty guidance through request. This has a three-fold intent:

- To provide an experience in conducting research and literature review which will enable the student to begin development of a knowledge-base within a particular area of concentration
- To provide experience in public presentation of research concepts and results
- To serve as aid for helping the student to gain national visibility by providing access to the academic community through publications or conference presentation recognition.

The Qualifying Project will normally be completed during the summer between Tier 1 and Tier 2 coursework. It will be scheduled as course GEB/FIN 7916, Doctoral Research Project in Business, for six hours credit.

The Comprehensive Examination:

The comprehensive examination is intended to be a screening mechanism for doctoral candidates. Passing both written and/or oral sections of the exam is necessary for the doctoral student to advance to candidacy. The exam should therefore be sufficiently difficult as to discriminate among those students who need additional study, those who should be terminated from the program, and those who have achieved a sufficient level of knowledge and scholarly ability to advance to candidacy and dissertation research. Standards of excellence are very high and accordingly such performance is demanded of all candidates.

The examination is constituted in a manner consistent with the aforementioned objectives of the program. Examination questions, in general, are intended to test the potential candidate's conceptual knowledge base and her/his ability to utilize this knowledge to:

- *analytically differentiate among distinct dimensions of a problem or issue*
- *integrate propositions or arguments into a logical framework*
- *communicate effectively in a scholarly manner*

The student is also expected to be able to take a given problem and demonstrate how he/she might research it. Such examination questions involve the identification of the fundamental research objectives, research questions, hypotheses, research methodology, and underlying propositions or limiting assumptions. Moreover, candidates are expected to integrate knowledge from supporting disciplines into their discussions where appropriate.

Every candidate should, at minimum, be familiar with the classic literature of his/her discipline as well as keeping current with contemporary research in the leading periodicals of the discipline. Therefore, a candidate should be prepared to handle conceptual questions related to the classical literature and recently published research in major journals.

In keeping with the philosophy of program tailoring, part of the examination will cover areas expected of all candidates for the degree and part will be specifically tailored to the student's program of study. As part of the examination, the student may be expected to demonstrate the ability to critique an unpublished manuscript or article in her/his area of professed expertise.

Although candidates are expected to be knowledgeable with respect to authoritative pronouncements and have skills in solving related problems, these will not be tested on the comprehensive examination. Assessment of these requirements will be satisfied by other means.

COMPREHENSIVE DOCTORAL EXAMINATION: EXAMPLE POLICY

1. Beginning 2007 Cohort all the doctoral granting units of the CBA, except School of Accounting, will administer the qualifying and comprehensive examinations in two parts. (For School of Accounting comprehensive examination policy see page 25). First examination will be administered at the end of the first year and it will be called the Qualifying Examination. Second part will be administered at the end of the second year course work and it will be called Comprehensive Examination.
2. In April of the first year, each department will form a committee of three faculty members to oversee the administration of the Qualifying Examination and/or

Comprehensive Examination.

3. One member of the Committee will be the department's Ph.D. Program Coordinator and two members will be elected from the faculty members who have taught in the Ph.D. Program.
4. The Chairman of the Committee will notify the students about the dates of the examination at least two months in advance. As far as possible the examination will be held in the first or second week of June.
5. This examination will be in two parts. Part one will be administered on a Friday and Part II, the following Monday. It will be done according to the rules specified in Steps 11 through 26 below.
6. In case of "No Pass" in qualifying examination the candidate will be terminated from the program.
7. The successful candidates will be allowed to take the second year courses.
8. At the end of second year course work, the Comprehensive examination will be administered.
9. Usually, but not always, the Comprehensive examination will be administered on Friday and the following Monday of the first week of June.
10. Each examination will be in-class and five hours long.
11. No class notes, books, journals, etc. will be allowed during the examination.
12. The Qualifying Examination Committee or Comprehensive Examination Committee (hereafter called The Committee) will solicit questions from the Ph.D. Program faculty at large.
13. The Committee with or without consulting the question-submitting faculty members will prepare the final qualifying/comprehensive examination.

14. The faculty members whose question(s) has (have) been included in the examination will be notified by the Chairman of the Committee.
15. Students will be required to answer each question separately so that it can be copied (with name of the student deleted) and distributed to the faculty for review.
16. Each question will be reviewed (graded) by the faculty whose question has been selected and one other faculty member to be assigned by the Committee.
17. The reviewing faculty will return the graded examination to the Committee with his comments and decision within fifteen days.
18. Each question will be graded on HP (high pass), P (pass), LP (low pass) and NP (no pass).
19. In case of LP, the examining faculty must indicate whether he/she wants the concerned student to rewrite the part of the answer.
20. In case of NP, the examining faculty must indicate why No Pass has been given.
21. After receiving the graded examination, the Committee will evaluate whether the student has successfully completed the examination. The Committee's decision will also be communicated to the student on the same scale.
22. Committee will make every effort to reconcile the differences. In any event, the Committee's decision will be final.
23. The Committee will make every effort to maintain the anonymity of the students during the review process.
24. In case the Committee decides to pass the student with LP (low pass) it must indicate what extra work, if any, the student need do to successfully pass the Comprehensive Examination.
25. In case a student receives a NP (no pass) grade, the Committee will explain to the

- student why he/she has received a NP and what course of action will be proper for him/her.
26. After the successful completion of the Comprehensive examination the student will be advanced to Ph.D. Candidacy.
 27. The candidates who have received No Pass in the Comprehensive examination will be allowed to take the examination once more in the last week of July so that his/her status in the program becomes clear before the following Fall semester starts. If the candidate fails the examination again, he/she will be terminated from the program. Note that the students failing the Qualifying Examination (the exam after the first year course work) will be terminated right away.

Tier 3 - Advancement to Candidacy and Dissertation

After successfully completing the comprehensive examination, the student becomes a candidate for the PhD in Business Administration and dissertation research may commence.

The Dissertation: The dissertation is the culmination of the student's program of study. It is intended to be an original contribution of theoretical and/or empirical importance to the field in which the candidate has concentrated his or her study. During this sequence, a minimum of 18 hours of dissertation credits must be taken and the completed dissertation must be defended successfully. Specific Dissertation Guidelines are presented in Appendix G. The course is scheduled as GEB/FIN 7980, Doctoral Dissertation Research in Business Administration, for up to 9 credit hours per semester. Students must complete a minimum of 24 hours of dissertation research.

Dissertation Committee: In a doctoral program, a research committee guides development of the dissertation. The dissertation committee may or may not have the same composition as the Area Coordinator, but must have a minimum of three faculty members. Members of the dissertation committee must be selected so that relevant emphases of the dissertation are fully represented. The chairperson must have specialized academic competence in the student's major field, as determined by the faculty.

The candidate will select, with the assistance of the Area Coordinator, a professor to serve as major advisor and to chair the Dissertation Committee. These members will be persons who can contribute to advising and assisting the student to formulate the research effort and constructively critique the written work. Students should develop faculty relationships so as to establish a Dissertation Committee during Tier 2 coursework. More information on the Dissertation Committee is available in Appendix A, Graduate Student Advisement.

The dissertation committee shall include:

- A committee chairperson who holds a regular tenured faculty appointment with [Dissertation Advisor Status](#) in the program in which the degree is offered and who is eligible to chair a dissertation committee in the UGS website
- A non-tenured faculty with Dissertation Advisor Status can only serve as a Co-chair of the Dissertation Committee
- In general, the committee will consist of three or more members excluding the Dissertation Chairperson. One member must be from another Department or a professional from an external agency or another university whose appointment has been approved by both the Chair of the committee and the Chair of the student's academic department or the Director of the Doctoral Program.

Committee formation is initiated by a mutual agreement between the student and the faculty. The committee appointments are approved by the College of Business Administration on the recommendation of the Department Chair or Doctoral Program Director and with the approval of the Dean of Graduate Studies.

If a committee vacancy should occur or if, for legitimate reasons, the student wishes to change the composition of the dissertation committee, the student should discuss the changes with the Committee Chair. If the Committee Chair agrees, the changes are forwarded to the Department Chair or Doctoral Program Director, to the Dean of the College of Business Administration and then to the Dean of Graduate Studies on Form D-1R.

Dissertation Proposal and Defense:

The primary objective of an acceptable proposal is to ensure that the candidate is ready to proceed with a theoretical or empirical research oriented dissertation. In the case of an empirical research oriented paper, the student shall be ready to collect and analyze research data. Careful thought must be given to specific details and complete plans of the research task, design, and methodology. Research methodology courses and research workshops help facilitate this development process.

In case the research involved human subjects, then the survey instrument must be approved by the Department of Sponsored Research. For detailed approval process, please see [the website](#)

Each student is required to present and defend his/her proposal before the dissertation committee. This committee has the final authority for approval or disapproval of the proposal. Once the proposal is approved, the candidate then proceeds to complete the dissertation. The Ph.D. is awarded after the successful defense of the completed dissertation.

Residency Requirement: All candidates must satisfy a residency requirement during dissertation research by enrolling for at least nine credit hours of course work in each of two consecutive semesters.

Time Limits for Completing the Doctoral Degree: The statute of limitations for completion of the doctoral degree specifies nine calendar years from the date of initial admission into the program.

AWARD OF DEGREE

APPLICATION FOR GRADUATION

It is the student's responsibility to ascertain that all requirements have been met and that every deadline is observed, in order to maintain clarity of program requirements. The interactive Program of Study form should be updated regularly. The form should be completed, signed and submitted to the Director of Doctoral Studies in Business Administration upon fulfillment of all requirements. An example of a completed Program of Study Form is shown in Appendix D.

Each student who plans to graduate is required to apply and submit to the Office of Registration and Records, an online Application for Graduation form. You will find this form logging into your Panthersoft student account, clicking Academics and following the link to apply. The application must be submitted before the end of the third week of classes of the academic semester in which graduation is expected. A student applying after the deadline will graduate the following semester. There is no charge for applying for graduation.

A student denied graduation must complete the course requirements needed for graduation and must reapply for graduation.

A student must be registered for the term in which the degree is received. The degree will be awarded providing the following conditions have been met:

1. The required application for graduation
2. Recommendation of the faculty of the College of Business Administration concentration area awarding the degree
3. Certification by the Dean of the College of Business Administration and Dean of Graduate Studies that all requirements of the degree being sought have been completed
4. An overall 3.0 average in all courses
5. The grade requirements for major, area core courses, or course sequences, established by the Doctoral Program Policy Committee
6. Residency requirement and time limits
7. Satisfactory completion and defense of a doctoral dissertation
8. Receipt of dissertation by Library

If for any reason the degree is not awarded, the candidate must reapply for graduation in a subsequent semester. The Registrar shall notify the candidate and the College of Business Administration if graduation is not approved for any reason.

COMMENCEMENT CEREMONIES

Only those doctoral students who have completed all requirements for the degree may participate in the commencement ceremonies and receive the diploma.