



Robert J. Trulaske, Sr.
College of Business
University of Missouri

Department of Management
Organizational Sciences Track

DOCTORAL PROGRAM

The PhD program is designed to prepare graduates for careers as effective university researchers and teachers or for senior research positions in business or government. A primary objective of the program is to train PhD candidates to become proficient researchers. Therefore, course work involves research activities such as literature review and critique, theoretical modeling, research design, computer-assisted empirical analysis and preparation of proposals and research papers. Another objective is to train students to become high-quality teachers. PhD candidates are provided the opportunity to teach undergraduate courses in their specialty area. In addition, students are expected to participate in national and regional academic conferences and are encouraged to work with faculty in developing individual research and teaching skills. The PhD in Business Administration offers three concentration areas: [Finance](#), [Management](#) and [Marketing](#). (Concentrations will not appear on diplomas or transcripts.)

Degree Requirements- Management Concentration

PhD students in the management track are required to take four core seminars, and 3 credits of additional seminars that will be offered to match the needs and interests of current students. The four core seminars are:

Management Seminars:

PhD students in the management track are required to take four core seminars, and 3 credits of additional seminars that will be offered to match the needs and interests of current students. The four core seminars are:

MANGMT 9040	Seminar in Human Resource Management
MANGMT 9080	Seminar in Entrepreneurship
MANGMT 9020	Seminar in Micro Organizational Behavior
MANGMT 9060	Seminar in Corporate Strategy

While pursuing required course work, all students participate in MGMT 9101 Topics Seminar in Management (1 hour per semester), which is taken on a Pass/Fail basis.

SUPPORT AREAS

PhD students must complete either two 9-hour Support Areas or one 12-hour Support Area. Support Areas are tailored to the research and teaching goals of the PhD candidate. Programs are highly individualized to reflect student interests and desired focus. The combination of courses in any Support Area and in the concentration core is flexible, with numerous combinations possible. Program design is subject to the approval of the student's program committee. Typical Support Areas include psychology, economics, research methods and

statistics, career development, sociology, marketing, and communication. Listed below are examples of Support Areas that could be selected

EXAMPLE AREA I: Psychology

PSYCH 7340: Attitude Change
PSYCH 8310: Survey of Social Psychology
PSYCH 8610: Motivation
PSYCH 8620: Personality Psychology
PSYCH PS 7200: Positive Psychology
PSYCH 9350: Studies in Social Psychology

EXAMPLE AREA II: Economics

AC EC 8050: Economics of Institutions and Organizations
AC EC 9001: Advanced Topics in Economics II
FIN 9001: Advanced Topics in Finance
ECON 7355: Industrial Organization
ECON 8451: Advanced Microeconomic Theory I

EXAMPLE AREA III: Research Methods and Statistics

MKT 9010: Introduction to Research Methods in Marketing
PSYCH 8710: General Linear Modules in Psychology I
PSYCH 8730: Statistical Software Packages
PSYCH 9510: Studies in Clinical Psychology
ESC PS 9650: Application of Multivariate Analysis in Educational Research
ESC PS 9710: Structural Equation Modeling
ESC PS 9720: Hierarchical Linear Modeling
SOC 8120: The Logic of Social Research
ECON 7370: Quantitative Economics
ECON 8472: Econometric Methods I
ECON 8473: Applied Economics
COMM 8130: Ethnographic Fieldwork
STAT 7110: Statistical Software and Data Analysis
STAT 7710: Introduction to Mathematical Statistics
STAT 7510: Applied Statistical Models I

RESEARCH METHODS AND STATISTICS

PhD students must complete a 12-hour RM&A Area (if completing two 9-hour Support Areas) or an 18-hour RM&A Area (if completing one 12-hour Support Area). These courses, selected in cooperation with a student's program committee, will provide students with the tools and techniques necessary for conducting empirical research. Sample courses include those listed above in Support Area III. Coursework applied to a Support Area cannot be applied to a Collateral Area

PH.D. THESIS CREDIT (MGMT 9090) (minimum 12 hours)

Students enroll in MANGMT 9090 while they are working on their dissertation, typically in their last two years in the program. We require a minimum of 12 credit hours of MANGMT 9090

SAMPLE PLAN OF STUDY

The following is one example of a possible program of study for a doctoral student in organizational sciences. This example shows a program that has one support area of 12 hours and 18 hours of research methods and statistics.

First Year

Fall

MANGMT Seminar
Research Methods #1
Research Methods #2

[MANGMT 9101](#)

Spring

MANGMT Seminar
Research Methods #3
Support Area Course #1
MANGMT Seminar

[MANGMT 9101](#)

Summer

Support Area Course #2

Second Year

Fall

MANGMT Seminar
Support Area Course #3
Research Methods #4
Research Methods #5

[MANGMT 9101](#)

Spring

MANGMT Seminar
Support Area Course #4
Research Methods #6
MANGMT Seminar

[MANGMT 9101](#)

Summer

Research Experience
Comprehensive Exam

Third Year

Fall

Comprehensive
Examination
[MANGMT 9090](#)
(Dissertation)

Spring

[MANGMT 9090](#)
(Dissertation)

Fourth Year

Fall

[MANGMT 9090](#)
(Dissertation)

Spring

[MANGMT 9090](#)
(Dissertation)

IV. Management Department Doctoral Program Qualifying and Comprehensive Exam Policies (revised October 30, 2020)

Purpose: This document formalizes the Management Department practices and requirements for the Qualifying Exam and Comprehensive Exam. These policies aim to prepare our students to be competitive for management faculty positions in doctoral-granting programs upon graduation.

Qualifying Exam/First Year Paper:

First-year students in the Organizational Sciences track are expected to demonstrate research competence through meaningful contributions to a faculty-led research project at a level to warrant co-authorship targeting a premier (consensus A journals) or excellent (A-/B+) journal.

The qualifying exam has two parts: 1) major written sections of a faculty-led research paper and 2) an oral presentation of the entire research project. Students are expected to make meaningful contributions to at least one project.

The student's qualifying exam committee is formed no later than January of the first year when the student and the committee agree on the specific scope of work to complete the qualifying exam successfully. First-year students are expected to write first drafts of one or more major sections of the paper and to present the entire project during a session of Management 9101 open to all faculty before the end of the Spring semester of their first year. During this presentation, successful students will demonstrate excellence in their specific contributions and demonstrate they understand all aspects of the research project.

The qualifying exam is graded on the following scale:

- **Pass:** Demonstrates significant contributions to one faculty-led project by the end of the second semester.
- **Conditional Pass:** If the Qualifying Exam committee has minor concerns with the parts of the paper written by the student and/or the presentation, the student may be given a conditional pass.
- **Marginal Pass or Fail:** If the Qualifying Exam committee has major concerns with the parts of the paper written by the student and/or the presentation, the committee may award a marginal pass or a fail grade.

The committee has 14 days after the oral presentation to provide written feedback on both the written and oral parts to students earning a conditional pass, marginal pass, or fail. The student must resubmit changes or present the research again, addressing the concerns within a reasonable time frame specified by the Qualifying Exam committee (e.g., generally within one month for minor changes; three months for major changes).

- **Fail:** Students whose resubmitted work and/or second presentation do not meet the standards expected of first-year students for research excellence will fail the qualifying exam and may be dismissed from the doctoral program.

Comprehensive Exam

The Comprehensive Exam is typically completed in the summer term of the second year. It has two parts:

1. A research proposal. This portion of the exam allows students to demonstrate their capability to perform independently in formulating a research question, establishing its significance, developing conceptual arguments, and designing a research study that competently tests their hypotheses. Students will write and submit to their Advisory Committee a research proposal that represents their own original work. To obtain preliminary feedback from their advisory committee to determine if the general research idea is acceptable, the student will first submit an outline of the proposal to the committee. This is essentially an abstract of the

proposal, explaining the research question(s), what motivates the question(s), how it contributes to the literature, and some preliminary hypotheses. The advisory committee will provide feedback within two weeks of receiving the proposal. The committee may decide that a student cannot produce an acceptable outline of the proposal and that he or she is therefore precluded from submitting a complete proposal to them. The committee may alternately affirm the general outline, suggest amendments to it, or recommend that the student develop and submit a new outline. A student may potentially fail the exam if unable to obtain unsatisfactory performance on the outline after being allowed to revise their initial submission.

After approval of the proposal outline, the student's Advisory Committee will manage the process to ensure the student has six weeks to complete and submit the Research Proposal. The next stage of the evaluation is the oral defense before the committee, which will determine whether the proposal is satisfactory.

In summary, this portion of the exam includes these elements, and typically the following timeframe:

- a) The student submits the proposal outline to the committee on a date agreed with the advisory committee no earlier than March 15 during the semester in which they are completing coursework.
- b) The student's Advisory Committee approves the proposal outline
- c) The student completes and submits the written Research Proposal within six weeks of outline approval.
- d) Within two weeks of submitting, the student presents the Research Proposal to the committee for approval.

Students are permitted to proceed to the next section of the Comprehensive Examination if their Advisory Committee determines they have satisfactorily completed the Research Proposal (both written and oral components). The date for the next section (the written exam described below) will be determined by the Ph.D. Coordinator in consultation with the students' advisory committees.

2. A written exam over the topics covered in the Management doctoral seminars. Students will be provided a set of questions in each topic area intended to sample their general knowledge derived from readings in Entrepreneurship, Human Resource Management, Organizational Behavior, and Strategic Management areas represented in the respective doctoral seminars. The exam is developed, administered, and evaluated by the tenure track department faculty. It is administered within one day in a supervised laboratory space; or through other secured means. Students may not discuss the questions or their answers with anyone, and they may not consult notes, other materials, or the internet. There will be morning and afternoon portions covering two areas each, such as Strategy and Entrepreneurship questions in the morning and Organizational Behavior and Human Resource Management questions in the afternoon. The faculty will complete an evaluation of students' answers within two weeks of completion. Students will be told whether they have passed (Pass) or failed (Fail) this portion of the exam.

The written exam results will be provided to the student's advisory committee, who will indicate in writing whether the student has Passed or Failed the comprehensive examination. Students who fail the comprehensive exam will not automatically be dismissed from the program. They may avail of the policy of the Graduate School to be considered for a new exam.

Dissertation

Following the conclusion of other coursework and successfully passing the comprehensive examination, students enroll in MRKTNG 9090: Dissertation Research until the dissertation is completed. A minimum of 12 hours is required (at least 2 hours each Fall and Spring semester and 1 hour each Summer semester). **All**

students must complete and defend their dissertation within five years from the date of satisfactory completion of the comprehensive examination.