KSU PH.D. IN BUSINESS ADMINISTRATION PROGRAM HANDBOOK

COLES COLLEGE OF BUSINESS
Ph.D. in Business Administration
Last update: 3/24/2025 (substantial change archives available with PHD program)
Subject to University policies

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Introduction

The mission of the PhD in Business Administration Program at Kennesaw State University is to provide our graduates with the skills and credentials needed to conduct theoretically grounded and scientifically based research in specific business disciplines, which will serve to prepare them for teaching and research positions in academe or industry. Students coming in have around 17 years of experience (Executives, entrepreneurs, senior managers, owners, educators, directors), master's degree holder, High GPA and equal split between Georgia and non-Georgia residents.

The PhD in Business Administration Program can be completed in 3 years, with most graduates completing the program within 3.5 years. The cohort-based program format allows entering students to complete all classroom course work alongside their cohort for the first two years. After coursework is complete, students are enrolled in dissertation credit hours until they defend their final dissertations.

The Program is designed to give students the skills needed to conduct advanced business research in their specific domain. During the two years of coursework, the Program uses content, theory, and method courses to build the foundation that students need to conduct scholarly academic research. Students are trained to think like scholars and are taught cross-disciplinary theory and research. Building on this breadth of knowledge, students explore more deeply their individual disciplines and are exposed to statistical tools and techniques that will be vital as they proceed to the dissertation stage.

Program Concentrations

The PhD in Business Administration Program offers the four academic concentrations: Accounting, Information Systems, Management, and Marketing. Below are descriptions of each area.

Accounting: Accounting concentration is designed to develop scholars for academic careers. The research-active faculty exposes PhD candidates to four major research areas – Auditing, Corporate Governance, Financial Accounting, and Tax - and to a variety of research methods spanning archival, behavioral, and qualitative research methods. The research diversity of our faculty allows PhD candidates to explore a wide range of contemporary research areas and methods and provides a comprehensive and rich learning experience. PhD candidates will conduct research in the School of Accountancy, which enjoys a reputation as one of the top-rated schools internationally. The School of Accountancy PhD is separately accredited by the Association to Advance Collegiate Schools of Business (AACSB – International), and the school is one of only eight colleges and universities in the world that is recognized at the Institute of Internal Auditor's Center of Excellence Level.

Information Systems: The Information Systems concentration in the KSU Ph.D. in Business Administration Program seeks to educate and train individuals to become outstanding scholars who excel in research, teaching and leadership positions at academic institutions. The research in Information Systems lies at the intersection of business and technology. The department doctoral faculty is highly active in its research and has published in all the major IS journals. In-house faculty is well supported by scholars from across the globe. Current areas of focus include Behavioral IS, IS training, Healthcare Informatics, Cybersecurity, and Data Analytics. The Program provides significant flexibility to focus on the area of choice, while developing the necessary skills to peruse research for publishing in highly rated peer-reviewed journals. Recent students have been hired as tenure-track faculty research intensive / balanced Business Schools or Schools of Information. See website for latest information.

Management: The PhD in management concentration is designed to develop scholars for academic careers. The research interests of doctoral faculty in the Leven School covers the following sub-disciplines

in management – Entrepreneurship, Family Business, Human Resource Management, International Management, Operations Management, Organization Behavior, Strategic Management and Supply Chain Management. Both deductive as well as inductive research encompassing a variety of research designs ranging from accessing primary data, secondary data, survey research data, experimental design data, data from in-depth case studies along with other qualitative research methods, are employed by faculty in these different sub-disciplines. The diverse research interests of the faculty allow doctoral candidates to explore a wide range of research topics and methods thus providing a rich, comprehensive, and rigorous learning experience. The Michael A. Leven School of Management, Entrepreneurship and Hospitality, within which the PhD in Management program is based, is one of the largest departments in the Coles College of Business. In certain areas like Family Business and Entrepreneurship, the Leven School has been ranked nationally as one of the pre-eminent schools. The Leven School doctoral faculty are all well-published in their respective disciplines and are professionally well recognized and visible through their scholarship and professional activities as editorial board members and officers in professional academic organizations.

Marketing: Accomplished and dedicated faculty in marketing and professional sales strive to develop successful scholars in academia. Marketing is a diverse, flexible, and critical component in the business world and includes a variety of interesting areas of study and practice: buyer behavior, sales, innovation, strategy, advertising, branding, retailing, marketing research, pricing, physical distribution, new product introduction, international business, e-commerce, digital and social media, and more. Our faculty's research is published in many top tier marketing and sales focused journals. Their methodological expertise includes the most current and rigorous quantitative and qualitative methods and models. Rounding out the Program, our doctoral students gain a solid understanding of marketing theory which provides a critical lens for examining prior research, current issues, and future strategies in marketing and sales, using a wide variety of research tools.

***Risk and Decision Analytics*:** The Ph.D. in Risk and Decision Analysis is designed to prepare future scholars for academic careers as well as industry leaders in quantitative analysis, decision analysis, risk analytics, business analytics, and risk management. The department's faculty is composed of highly active and accomplished researchers that have published in several top-tier journals in operations research, management science, economics, and financial econometrics. The Ph.D. combines these disciplines to create researchers who can leverage decision analytics to conduct meaningful and relevant research in risk analysis. The program is centered around decision-making and risk analysis principles and theories to analyze business problems and create solutions that are robust to uncertainty. The department maintains strong ties to both the public and private sectors through centers housed within the department, including the Bagwell Center for the Study of Markets and Economic Activity, the Education Economics Center, and the Student Managed Investment Fund.

Complete program details can be found in KSU catalog at -- Program: Business Administration, Ph.D - Kennesaw State University - Acalog ACMS™

Program Administrative Structure

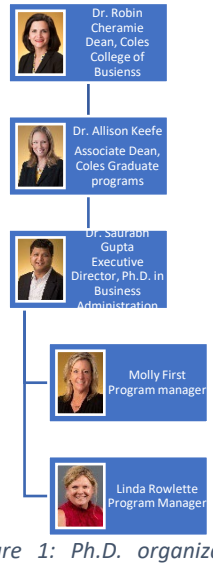

Figure 1: Ph.D. organizational chart

The Ph.D. program administratively reports to the Dean of the business school. This reporting relationship is mediated by the Associate Dean of Graduate Programs and falls under the business administration curriculum shared governance committee. Graduate school provides the academic policy support to the program.

The program is headed by a Faculty Executive director, in charge of the operational and strategic insights of the program. Two staff members a) Senior Graduate Admissions Counselor, in charge of admissions, onboarding and alumni relation and b) Program manager, in charge of program operations assist the functioning the of the program. Detailed job descriptions regarding staff roles can be found on the HR website. The program oversight and advisory committee is composed of Chairs/Directors and discipline leads of various participating departments.

Additional faculty roles include roles of discipline leads and dissertation committee members. Discipline Leads provide support to the students through their Ph.D. journey from their discipline perspective. Details regarding their roles is listed in Appendix A: Discipline lead role. Dissertation committee, consisting of 1) the dissertation chair, 2) the second supervisor, and 3) the reader, mentor the students through the dissertation process. Details regarding their roles are listed in the dissertation section.

Note: The program uses Microsoft teams as the main source of communication and document storage.

Other individuals from the university that support the Ph.D. program are

1. Financial aid - Kimberly Friedrichs at kfriedri@kennesaw.edu.
2. Bursars' office - Traci Hubbard at thubbard@kennesaw.edu.
3. Veterans Benefits – Michael Redd at mredd@kennesaw.edu. / Donna Barrett dbarre13@kennesaw.edu
4. Marketplace – Christy Barnett cbarn123@kennesaw.edu
5. Graduate Admissions – Tyler Mueller - tmuelle5@kennesaw.edu
6. Stratcomm – Molly Daly - mdaly5@kennesaw.edu

Note: All personnel are subject to change.

Global Scholars

KSU Ph.D. program has a unique program to involve faculty from all over the world to teach in the program and participate in dissertation committees. Global scholars may be internal or external to KSU. This allows the program to leverage academic expertise from on a variety of subjects. In call cases, global scholars should meet the qualifications listed in Appendix E: Faculty- Minimum Qualifications.

Participation in a course module: Instructor of record for a particular course are responsible for inviting and engaging with the global scholar. Instructors should engage with the program leadership prior to inviting scholars so that appropriate support activities are done. For external scholars, the program will

pay for travel and an honorarium. The intent of inviting internal and external scholars to classroom is to expose the students to the faculty members. Scholars should intent to engage with the faculty over a longer term. For external scholars, if they have not taught in the program for the last two years, the instructor of record will need to send their vita to the program leadership for approval. Finally, note that the major of the course contact hours should still come from the instructor of record.

Participation in dissertation committees: Internal and external scholars are invited to be part of dissertation committee. Please see section on dissertation committees. However, for external scholars, they need to be certified as an affiliate graduate faculty. The program will pay an honorarium with the appropriate contract listed below. These contracts last for a maximum of 3 years.

Table 1: Global Scholar forms

Form	Link
Travel Policies and procedure	Policies and Procedures - Fiscal Services - Travel | KSU (kennesaw.edu)
Honorarium payment or contract payment – Vendor registration	Vendor Registration - Fiscal Services - Accounting (kennesaw.edu)
Graduate faculty status – External Global scholars – Dissertation committee appointment only	Graduate Faculty Appointment - Graduate College (kennesaw.edu)
Contracts - On KSU contract management system	Course Module: KSU Campus Template - Lecture Agreement Packet (11.3.2021).pdf KSU Travel Expense Rider (10.1.2019).pdf Dissertation Committee: Consultant agreement generated through fiscal services.

R2 Goals

Kennesaw state university is proud to be an R2 university according to Carnegie classifications. The Ph.D. in business administration is key program in maintaining this and thus, the following R2 goals have been agreed on.

5.1 - Improve progression of completion for doctoral students such that the average completion is 3.5 years.

2.1 Maintain consistent number of research doctorates. Increase enrollment from current levels (5 per year) to 8-10/year over the next 3 years. Increase quantity and quality of applications and RIO submissions for the programs.

3.4 Increase opportunities for doctoral students to produce conference presentations and publications prior to graduation.

Admissions to the program

The program focuses on selection of the right "fit" students based on student capabilities, interests, faculty resources available, and program focus. The admissions process, and minimum student qualifications are designed to accomplish the same. Note: Historic data regarding admissions can be found in the SAS graduate admissions cube. (SAS Information Delivery Portal (kennesaw.edu)). Student records can be found in Targetx (Log In Using | Salesforce), and on Nolij (https://nolij.kennesaw.edu/NolijWeb/login/)

Admissions process

The program uses a four-step admissions process, outlined below.

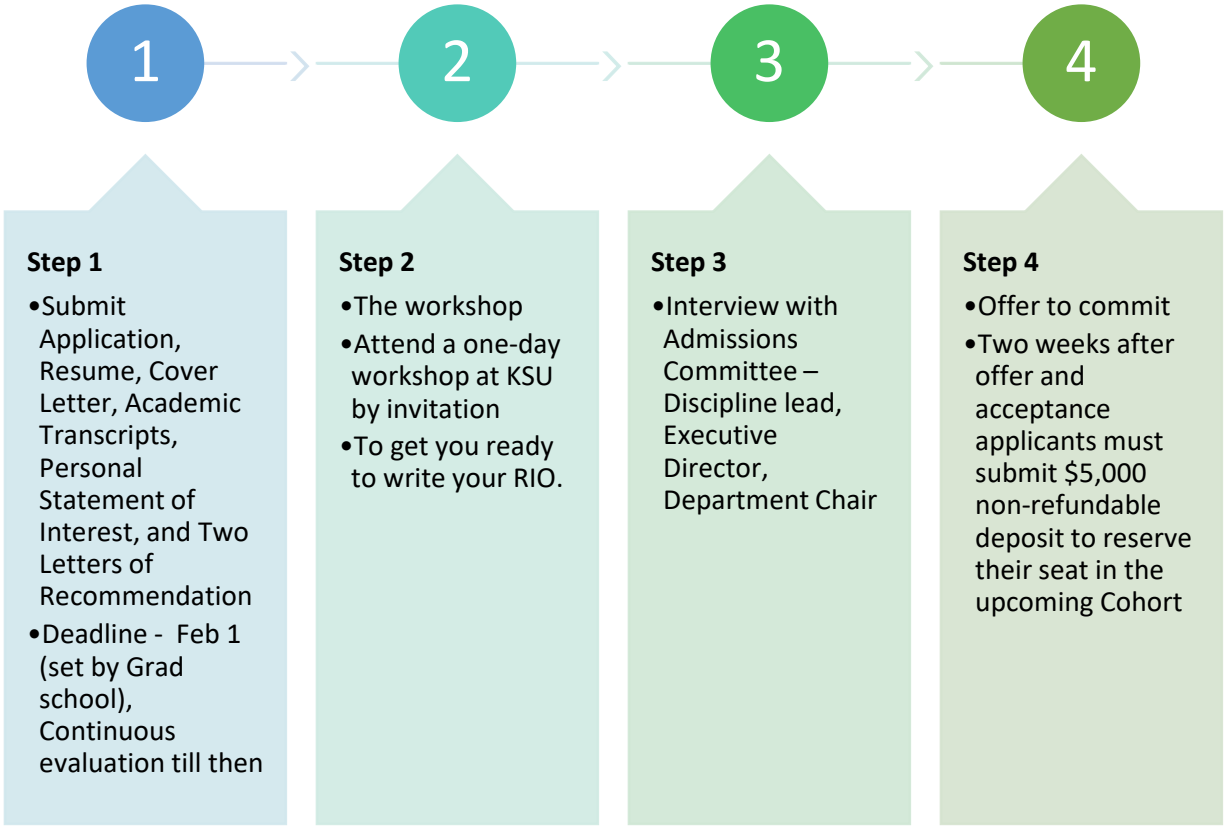

Figure 2: Admissions Process

Student Qualifications

The following are the student qualifications that the program looks at.

- A minimum of ten years of significant professional and/or senior level management experience with high levels of responsibility and expertise in the concentration area you choose. If you do not have a minimum of 10 years of professional experience, please explain why other experience or qualifications compensate for an absence of professional experience.
- Evidence of active contributions to your field of expertise beyond your academic work through making presentations or preparing written contributions, leading major projects, as well as participation in professional development activities.
- A track record of significant professional achievements that have impacted your organization and/or profession.
- A history of significant personal and professional development.
- Current professional expertise and certifications at the time of application. NOTE: CPA or equivalent certification is preferred for students interested in the accounting discipline.

Research interest overview

The research interest overview (RIO) is the second step in the application process for admission to the PhD in Business Administration Program at Kennesaw State University. The purpose of the RIO is to demonstrate the student's intellectual curiosity and natural abilities in identifying phenomena in business

needing to be researched, find background literature and theories to apply to these phenomena, and the students writing and communication skills in committing the research idea to paper. Guidelines presented to the students are shown in Appendix F: RIO Guidelines.

Academic Policies and Procedures

Transfer of Credits

Due to the integrative nature of the PhD in Business Administration Program and its cohort design, transfer credits from other graduate doctoral programs are not permitted. However, credits gained within Coles college classes will be considered.

Minimum Degree Completion Requirements

The PhD in Business Administration is awarded to students who:

1. Maintain an overall grade point average (GPA) of 3.0 or higher in all coursework taken in the Program.
2. Complete a minimum of 48 credit hours of study from the PhD in Business Administration Program beyond the master's degree as stated in the candidate's program of study.
3. Submit the online Petition to Graduate form and pay the graduation fee one semester in advance of graduating.
4. Complete and successfully defend the final dissertation and sign the committee-approved evaluation form.
5. Completion of exist information documentation, including assurance of learning outcomes.
6. Prepare the final dissertation according to formatting requirements of the program.
7. Electronically submit the final, formatted version of the approved dissertation to Digital Commons.

Maximum Degree Completion time

All requirements for a doctoral degree must be completed within 5 years, beginning with the first registration in graduate-level classes following admission to the PhD in Business Administration Program. Only courses in which credit has been earned within 5 years of the date of admission will be counted for degree credit. Students may be required to come to campus during their third year (and onwards) to provide a status update and to discuss their progress toward degree completion.

Students who do not complete all program requirements within 5 years of the start date of their cohort will be disenrolled from the Program. A one-year extension may be considered on the recommendation of a faculty committee appointed by the Program leadership. Students must have a defended proposal to be considered for the extension. The faculty committee evaluates the likelihood of completion in the sixth year as the criteria for recommending extension. Specific additional conditions may be added as deemed relevant in the best interest of completing the program requirements. Registration for the 6th year would follow the course credit requirements of years 4 and 5 listed in Appendix J: Tuition Matrix.

Digital learning days

Unless otherwise specified by the university, the program plans to use Digital Learning Days (DLDs) to continue instruction due to intermittent school closures for various circumstances, such as inclement weather. The technology choice will be left up to the instructor. The students will participate in classes online, just as they would have participated in them in a face-to-face manner.

DLD's will also be used to continue instruction due to short-term school closures for various circumstances, such as a public health emergency. The modality of the course will be discussed by the instructor of the course during that time. Instructors, please note that the contact students need to meet with the instructor for a total of 30 contact hours for each course during the semester.

Students are expected to have appropriate internet access and technology resources to participate in these classes. Attendance follows the attendance policy outlined below.

Graduation

Students who complete course requirements are eligible to graduate. Students should check degreeworks to make sure they are on track https://degreeworks.kennesaw.edu/ .

The program follows university schedule on graduation. Please visit https://registrar.kennesaw.edu/graduation.php for information. All students are required to petition to graduate. Dates are provided for when petition opens and closes for each semester.

Petition to Graduate: Students will need to submit a petition to graduate for the semester they plan to graduate in. This is done one semester before the graduation semester. Please follow instructions on Registrar: Petition to Graduate - Office of the Registrar (kennesaw.edu) regarding how to. Also see

Academic Policies - Kennesaw State University - Acalog ACMS™ for academic polices in this regard.

Commencement: KSU commencement is a prestigious event where students are hooded by their chairs. This program is done by the university independent of the program. Updated information regarding commencement can be found at Information For Candidates - Commencement (kennesaw.edu)

KSU academic Regalia: Academic regalia is required to "walk" during commencement. Students may either purchase or rent their graduation regalia. Both options can be exercised with the bookstore by visiting the bookstore or clicking Doctoral Graduation | KSU Bookstore (kennesaw.edu). The three components required are Gown, Hood and Tam. The PhD hood color is blue. If you receive a drab hood, please return it to the bookstore and request the correct hood. Purchased gowns may require 6-8 weeks for processing.

Ph.D. Program Credit Hours, continuous enrollment [1]

The PhD Program requires completion of a minimum of 48 credit hours (18 credit hours each in the first and second years and 12 hours in the third year), including preparation and defense of a doctoral dissertation. Note: Historic and current budget information is available in SAS.

Fees for the program includes – Instruction costs (cohort, one-on-one and committee), Mandatory textbooks (may be substituted by e-reader and e-textbooks) and some software, Breakfast lunch and snacks during residencies, Occasional educational/social sessions for learning and relationship building, limited support for dissertation data gathering and conference attendance. It does not include board of regent's fees, as well as other costs not listed here. The fees also include access to university resources listed in Appendix H: University Resources Available (External to the program).

For tuition matrix, please refer to Appendix I: Tuition Matrix and find your appropriate cohort for details.

[1] Please refer to your cohort welcome document for credit hours schedule under which you got admitted to. This section represents the schedule for the most current batch.

For summer registration, the following table should be followed:

Table 2: Summer Registration Guidelines

Action	No. of Credits (needed)	Implications
Final defense not scheduled by end of Spring term, however, final defense is planned for Summer term	3 (note, Chair has to agree)	This is equivalent to the full-time load and similar to the full-time load in fall and spring.
Final defense scheduled by end of Spring term for Summer term	2 (note, Chair has to agree)	This is the estimated work left in line with the graduate catalog
If planning to apply for Graduate College Doctoral Student Summer Stipend (Currently at $5K)	Minimum is 1 unless final defense is planned for Summer term. See above	This will not be considered full-time, and support will be in line with the number of credits. Other requirements of the stipend will need to be fulfilled. A premium portion of the tuition will be due, but the non-premium should be waived by the graduate school. I am told that the award will be known before fee deadline.
No Summer Defense planned and not applying to Graduate College Doctoral summer Stipend.	0	No need to register.

Registration of Classes

The program will create the classes for the students to register. Students will follow the university designed registration process.

Grades

Each course syllabus establishes the standards for academic grades. Details regarding each grade letter can be found in the graduate catalog. Class attendance is required for all courses. Graduate students are expected to earn grades of at least "B" in their coursework for their degree. For graduation, a doctoral student must have earned a cumulative grade point average of at least 3.0 in all graduate coursework at KSU.

Probation: When a graduate student's cumulative graduate grade-point average drops below a 3.0, that student will be placed on probation and be advised of the significance and potential consequences of this action. While on probation, the student will not be permitted to obtain a graduate degree. Academic probation may also affect a student's financial aid status. Graduate students can have their probationary status removed by raising their cumulative grade-point average to at least 3.0.

Failed Courses: Students who earn a D or F in a PhD course during the coursework phase of the Program will be required to retake that course. Students may retake a course only once. No more than two courses in the PhD Program may be retaken.

Attendance Policy

Attendance to all PhD residencies and associated classes is required. Classes are held in 3-day residencies (Friday-Sunday) which allow students to be fully immersed in course content and the doctoral student experience. For absences related to health, family matters, or other personal matters, the student must contact the appropriate instructor and the PhD Program leadership for prior approval and initiate a discussion pertaining to missed work, grade implications, and other academic issues. Failure to do so may result in disenrollment from the Program.

Requests for religious accommodation related to weekend attendance in the PhD Program cannot be met as it would result in an undue hardship on Kennesaw State University. The PhD in Business Administration Program is a full-time program for working adults who either cannot or do not wish to leave work for an extended period to pursue a terminal degree in business. There are no alternatives that could duplicate the learning experiences that are scheduled to take place on weekend residency activities. To duplicate the weekend residency, the class would have to be moved from a weekend format to a weekday format. This action would defeat the goal of making the Program one for working professionals. While the KSU PhD Program is designed for weekend classes, there are other, more traditional, doctoral programs within the region that offer weekday only classes.

Leave of Absence

A leave of absence allows students experiencing unusual circumstances to be exempt temporarily from the continuous enrollment policy. Here is the Leave of Absence request form with instructions and details.

In cases where the student is still in the coursework stage, the student may be required to take a minimum of 1-year leave of absence. This ensures that the student joins in line with the cohort model.

In cases where a student has a PhD Program-approved dissertation committee, a leave of absence will necessitate the termination of the committee's contract. Therefore, The student would be required to reinitiate their dissertation work with a new committee upon returning to the Program. Students with an approved leave of absence will rejoin the program as part of the cohort with whom they will resume taking courses. They will be subject to all fees and program requirements for the new cohort.

Note: Leave of absence does not change the maximum degree completion time.

Withdrawal from the Program

Admission to the PhD in Business Administration Program is made to a particular cohort of the Program. To stay in the cohort, students are required to maintain continuous enrollment in the Program, taking all requisite courses. Students who are unable to maintain continuous enrollment consistent with the schedule of courses for their cohort, will be withdrawn from further participation in the Program.

Dismissal from the program

Graduate students will be dismissed from further graduate study under any of the following conditions:

- While on probation, the term GPA is less than 3.0.
- Not achieving an institutional graduate GPA of 3.0 after two semesters.
- Achieving a semester institutional graduate GPA of less than 2.0 in any semester.
- Students are allowed a maximum of two C grades in the coursework phase of the Program and an additional two C grades in the dissertation stage. During the coursework phase, students may retake courses in which they earn a C grade. No more than two courses in the PhD Program may be retaken. Students may retake a course only once. Students who earn more than two C grades

in either phase will be dismissed from the program. The program follows university grade appeal policy in case grade appeals.

- Students who earn a D or F during the dissertation stage will be dismissed from the Program.

Readmission to the program

All student disenrollment decisions allow for students to reapply for readmission formally. To be readmitted to the PhD in Business Administration Program, students must reapply to the Program via an updated application. Students will also be required to provide the following:

- An outline of their current and long-term goals and how returning to pursue a PhD is constituent with their ability to achieve those goals.
- A statement regarding their preparedness for re-engaging the rigor of doctoral coursework in the PhD in Business Administration Program. This would include a detailed discussion of the personal and professional context that would allow them to devote approximately 25-30 hours per week to course work, as well as make the monthly trip to KSU for 3-day intense residencies.
- Their activities since they last attended a class to maintain their skill level in their discipline's scholarship, writing, and statistical methods consistent with the courses they have completed.
- Any additional information that would be useful for the consideration of PhD Program leadership and faculty to consider their application for readmission.

Once the PhD Program receives the above information addressing the student's situation, a PhD faculty committee appointed by the Program leadership will convene to discuss and render a decision as to whether the student will be readmitted to the Program. This decision may include requirements to retake certain courses or begin the Program again. If that decision is positive, the student will be informed as to what his/her program of study would need to be to prepare for successfully completing advanced courses and eventually preparing and defending a doctoral level dissertation.

Tuition fees for readmitted students will be based on the cohort fees that are at the same program phase as the readmitted student. However, readmitted students will only pay tuition for their courses based on the readmission decision.

Student Research and travel funding

In pursuant to enhance student research goal, students may be eligible to receive a travel grant based on availability of Program funds at the discretion of the PHD Program Executive Director. When funds are available and the travel is approved in accordance with Program guidelines, the following funding will be available (subject to availability and prior approval).

Table 3: Student Funding

Stage	**Total Max Funding level**	**Criteria**
Doctoral Students	$1000.00	• Conference attendance a. The student is attending a major conference in their discipline/field b. The student is presenting a paper. c. The student has obtained support from their Discipline Lead

Doctoral Candidates	$2500.00 (Max $1000.00 per conference)	• Conference attendance a. The student is attending a major conference in their discipline/field b. The student is presenting a paper or will be engaging in job placement activities c. The student has obtained support from their Discipline lead. • Dissertation Data Collection and Analysis a. Examples include software procurement, software training and the purchase of data panels. b. Student has obtained support from their dissertation committee chair.
Doctoral Candidates	$1000.00	• Travel support for doctoral consortium attendance a. Candidates are expected to defend their proposal before attending the doctoral consortium. b. Candidates should not be more than one year away from finishing their Ph.D. c. The student has obtained support from their Discipline lead.

Notes:

1. To receive travel funding from the PHD Program, the Executive Director must approve the student's travel in advance. For details on what is allowed, please visit - Students - Fiscal Services - Travel (kennesaw.edu). To receive approval, please send the Travel request form (Travel Forms - Fiscal Services - Travel (kennesaw.edu)) to the Ph.D. Executive Director and Program manager. After approval, the program manager obtains the required signatures. This form must be submitted at least two weeks prior to travel. The Program manager will send you a PDF that must be completed to put you in the KSU system for reimbursement of your travel expenses. Please return the completed Vendor Registration Form to the Program manager via email. Lastly, you will also receive a Travel Expense Statement Form from the Program manager (https://fiscalservices.kennesaw.edu/docs/Travel_Expense_Statement_Form.xlsx). Within one week of your return, email the PHD Program manager the completed form based on the expense categories. Please also include copies of all receipts related to those costs. Please make sure to sign and date the form. The Program manager will complete the budget portion and obtain additional signatures. The expense statement will be submitted for your refund, and you should receive your reimbursement within six weeks.
2. In addition to travel funding, post-candidacy students are also eligible to receive funds for data collection and data analysis software to be used in research. Examples of this include software training and the purchase of data panels. Software procurement will need to be approved by UITS prior to purchase. Please obtain approval by going to UITS Operations - University Information Technology Services (kennesaw.edu) – UITS approval form – for initiating this. Again, please obtain prior approval from the executive director regarding the same. Funding will be done within university guidelines and will be facilitated by the PhD in BA Program manager.

3. Funding does not roll over to other categories. Students are responsible for any expenses beyond these.
4. Funding is subject to change and needs prior approval.

Qualifying exams

Prior to formally pursuing dissertation research, the PhD student must demonstrate knowledge of theoretical and statistical fundamentals by passing a qualifying examination. The purposes of the qualifying examination are to:

- Assess the student's understanding of fundamental research concepts and ability to apply statistical techniques adequately.
- Evaluate the student's knowledge of research in his/her specific discipline.
- Identify areas that may need strengthening so the student can succeed in subsequent dissertation research.

Timing of the Qualifying Exam: The qualifying exam will be conducted in the Spring of the student's second year in the program. Each student must take and pass the qualifying exam before defending the dissertation proposal.

Components of the Qualifying Exam: The PhD in Business Administration qualifying examination consists of two components: a written examination and a research paper.

- Written Examination: The student must take a written examination consisting of a set of questions about theoretical and methodological issues in research. The written exam will take place on campus and shall not exceed four hours. This section of the exam will be used primarily to assess the student's understanding of fundamental research concepts and ability to apply statistical techniques applicable across business disciplines adequately. Sections of the exam will include four main topics.
  1. Knowledge and understanding of fundamental statistical concepts.
  2. Knowledge and understanding of theoretical design, hypotheses development, and positioning of manuscripts, including purposes, hooks, gaps, and research questions.
  3. Knowledge and understanding of qualitative data analysis.
  4. Integration of knowledge.
- Research Paper: The student must submit a research paper that represents the student's best work during the qualifying examination. This paper must have been produced during the student's enrollment in the PhD Program. The paper must be single-authored and represent the student's own original research. This paper must provide sections pertaining to theory, hypotheses, and a proposed research design. This section of the exam will primarily evaluate the student's knowledge of research in his/her specific discipline.

Each section must be passed with 70% of the points in the section. The workflow for the exam is shown in Figure 4. Note: Remedial option is only available to students who pass 3 of the 5 (4 written and 1 research paper) exam sections.

Students are considered doctoral candidates after finishing all their coursework and passing their qualifying exam.

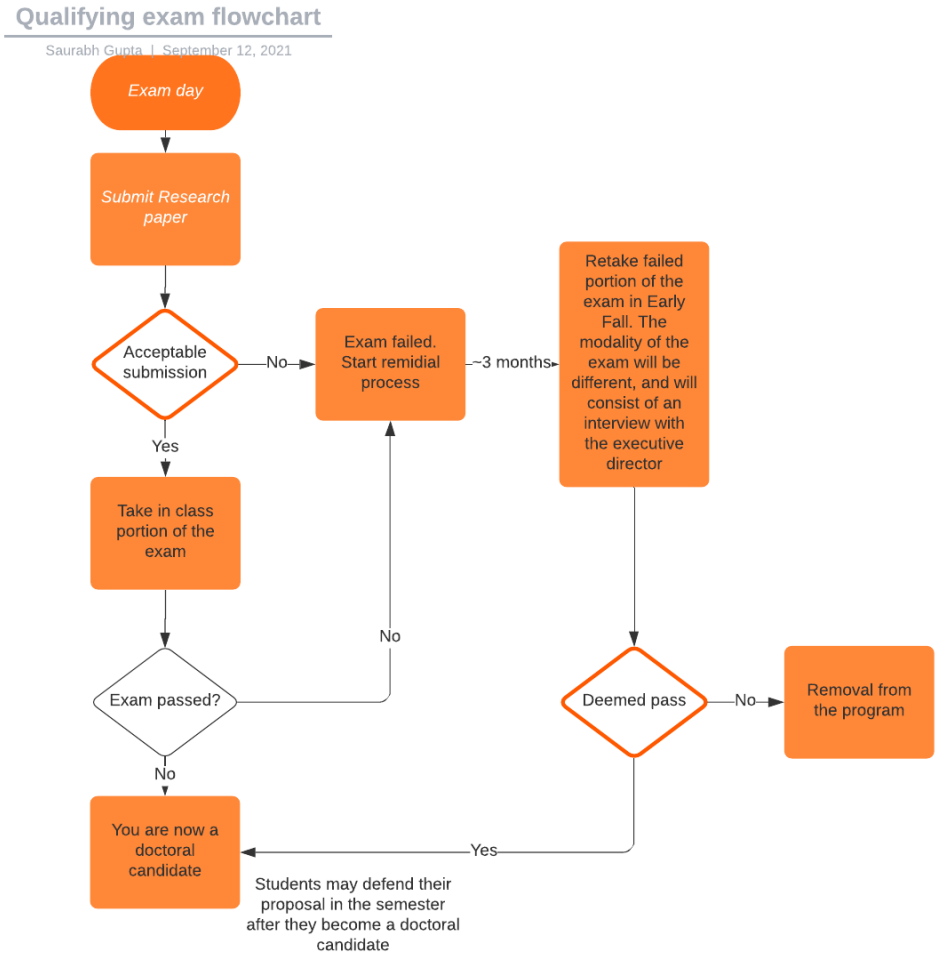

Figure 3: Qualifying exam flowchart

Assurance of learning Goals – University SLO's

As an AACSB accredited program, the program follows the following AOL goals. The direct and indirect measures show what the student needs to do to demonstrate their learning via the assessment method.

Table 4: Assurance of Learning

Ph.D. Goals **Description**	**Learning Objectives- *The student will be able to* (Also university SLO's)**	**Where is it taught**	**Formal / Direct deliverable & assessment**	**Indirect deliverable & assessment**
Students will be proficient in research designs	Manage the technical tools (methodology, statistical analyses, and reporting norms) essential to Business	BRM 9201: Research Methods and Basic Data Analysis BRM 9202:Analysis of Variance Designs	Measure 1: Qualifying exam.	Measure 4: Final Dissertation evaluation by reader – First draft

	Administration research.	BRM 9203:Qualitative Research Methods BRM 9204:Regression Analysis BRM 9205:Advanced Business Research Analysis		
Students will be scholarly writers	Understand positioning of manuscripts, including purposes, hooks, gaps, and research.	Xxxx 9001:Introduction to Research Xxxx 9900: Dissertation Development in Business Administration	Measure 7: Proposal Defense outcome Form.	Measure 8: Proposal reader evaluation – First draft
Students will be proficient in domain knowledge	Integrate and develop new knowledge in the students chosen domain	Xxxx 9900: Dissertation Development in Business Administration Discipline Seminar Courses	Measure 10: Dissertation Defense outcome form.	Measure 12: Time to Final Defense

For graded items : 0-70 – Does not meet expectations, 70-85 – Meets Expectations, 85-100 – Exceeds expectations

For measure 12 (in months): <36 Exceeds, 36-48 Meets, >48 Does not meet

Discipline Student Dissertation Workshops – Social event.

The program inducts 3-4 students per discipline on average every year. Over the course of their program, the students need a minimum of 3 advisors to complete their dissertations. A dissertation is not only the academic work, but also based on interactions and networking with faculty to engage them in the scholarship interest of the student. Due to the premium nature of the program, and the weekend residency format, such events are best organized during these residencies. It is vital that students engage in such networking events to build their network of faculty. The program understands that since a student needs more than one advisor, the ratio of faculty to students in such events will always be skewed towards the faculty. Each discipline participating in the program will host their own event to enhance interaction. Discipline leads would be responsible for hosting the events.

To facilitate this, please note the following:

1. Dissertation Socials should be done either on the Friday or Saturday of the residency weekend in Spring. Dates for all discipline events needs to be identified prior and a presidential approval needed.

2. It is preferable to do these off campus. Discipline lead is free to choose a location of their choice, however, it cannot be a private residence.
3. There is a cap of $25 per head on food and beverage, not including gratuity.
4. Invitations should be restricted to:
    a. Currently enrolled students in the concentration. All students in the concentration should be invited. Student attendance is mandatory.
    b. Invited faculty who are interested in working with the Ph.D. program and meet the minimum reader qualifications as listed in Appendix E: Faculty- Minimum Qualifications.
5. It is preferable to do these on a reimbursement basis i.e., the discipline lead will be reimbursed for the expenses. Note, please get the tax-exempt form from Molly First or the procurement website. The program cannot reimburse for tax paid.
6. Please provide a list of participants via a sign in sheet. Other required documentation, for reimbursement purposes, will be receipts and agendas. Faculty may also need to sign up as a vendor if they are not currently in the system.

Please coordinate with Molly First for more details. Ms. Molly First holds a blanket approval on this for payment purposes.

Social networking at conferences

Starting Spring 2023, subject to funding available, the Ph.D. program will support the Discipline lead in organizing a social networking ancillary meeting at one of the major conferences in their respective fields. The goal of the gathering is linked to student success, i.e., connecting them with KSU and non-KSU faculty and alumni, as well as educating stakeholders about our program. The following criteria should be followed:

1. The private group gathering should be organized by the conference through a contract process.
2. The contract should be submitted to the Ph.D. in Business Administration program a minimum of 8 weeks in advance of the networking event.
3. No alcohol would be included in the contract.
4. Invitations to the networking event, as well as the list of attendees, are kept on file.

The invitation list should be restricted to the following:

1. KSU Ph.D. in Business Administration student attendees at the conference. **All students are expected to attend.**
2. KSU Ph.D. in Business Administration Alumni attending the conference.
3. Coles College of Business Faculty attending the conference.
4. Faculty from other institutions that have served as members of a KSU Ph.D. in Business Administration student committee.
5. Other limited stakeholders at the discretion of the Discipline Lead Please discuss this with the program leadership prior to the invitation.

KSU Student code of conduct

All PhD in Business Administration students should adhere to KSU's standards of academic honesty, as per the graduate catalog, and always exhibit professional and scholarly behaviors with classmates, faculty, global scholars, program managers and staff, whether in class or outside class.

All students are responsible for knowing the information, policies and procedures outlined in the Kennesaw State University Codes of Conduct (http://scai.kennesaw.edu/codes.php). The KSU Codes of Conduct include: the general Student Code of Conduct, the Residential Code of Conduct, and the Code of

Academic Integrity. Kennesaw State University reserves the right to make changes to this code as necessary and once those changes are posted online, they are in effect. Students are encouraged to check online for the updated versions of all policies.

Summer Academy

The program will include (when feasible) a summer academy session with the students. The intention is to keep track of students after their first year. The program could include the following.

- 12 Dissertation Success Training Modules, facilitated by Kerry Ann Rockquemore, PhD
- The NCFDD Core Curriculum trainings
- A moderated discussion forum for peer mentoring and tracking your daily writing
- An Accountability Buddy Match for additional support through the program
- Writing a Topic analysis.

The program will be administered at KSU by one of our graduate faculty. This would be a zero-credit course. Compensation would be 1% of their 9-month salary as summer research support.

Professional Academy

A key success requirement of new Ph.D. programs is to have some level of professional development. Consequently, when feasible, the program would offer a professional academy in the second year of the cohort. Topics could include -

- Scholarly Teaching - CETL
- How to find a Job – Getting your application together
- Directors / Chairs round table and Job talk
- Grants
- Things I wish I knew (alumni)
- Work life balance?

The course would be a zero-credit course. The program will be administered at KSU by one of our graduate faculty. This would be a zero-credit course. Compensation would be 1% of their 9-month salary as summer research support.

Artificial Intelligence policy

In this program (subject to classroom policy), you are welcome to use AI for any purpose. However, you should note that all Artificial Intelligence (AI) generative tools still tend to make up incorrect facts and fake citations, code generation models tend to produce inaccurate outputs, and image/art generation tools can produce copied work or offensive products. You (Student) will be responsible for any inaccurate, biased, offensive, or otherwise unethical content you submit regardless of whether it originally comes from you or an AI tool. If you use an AI tool, its contribution must be credited in your submission. The use of an AI tool without acknowledgment is cheating and constitutes a violation of the KSU Code of Academic Integrity.

Publication support (Subject to update)

Effective July 1st 2023 (for 1 year), the Ph.D. program will reimburse faculty members for copy editing of initial manuscripts that meet the following conditions:

1. Paper is submitted with the following authorship – Ph.D. Student (current or former graduate) as the first author and Dissertation Chair as the second author. Other authors may be included as necessary.
2. Paper is submitted to A*/A/(B only for current active students) journal in the ABDC list.
3. Copy editing is done through Scribendi. Proofreading Services | Editing Services | Scribendi (no less than 7 day turnaround)
4. The program does not intend to pay for reference / bibliography / Appendix check. Please do not include that in your word count when submitting.

Reimbursement to faculty will be done via the department using the Ph.D. speed chart. No reimbursement will be made to the student. Besides AP rules, the following conditions need to be met:

Dissertation Guidelines & Defense Process

The purpose of this section of the handbook is to provide doctoral candidates in the Coles College of Business at Kennesaw State University with rules and suggestions for preparing a dissertation in partial fulfillment of the requirements of the PhD in Business Administration degree. These guidelines provide a general description of the following:

- The written dissertation proposal and final dissertation
- Processes related to the oral dissertation proposal defense and final dissertation defense
- Formatting requirements related to both the dissertation proposal and final dissertation
- Requirements to prepare the final dissertation for processing through Digital Commons

Successful production and defense of a dissertation is the culminating event of the student's doctoral program. The PhD in Business Administration Program provides this guide to facilitate the substantive and technical aspects of those activities. The student's dissertation committee is responsible for facilitating thoughtful and scholarly development of dissertation content.

Each doctoral student is responsible for the production of an appropriately formatted dissertation. The signatures of the student's dissertation committee members and the PhD Program Executive Director on the Dissertation Defense Outcome Form signify their assurance that the final document and the student's defense of that document meet the college standards for excellence and scholarship. All signatures are required for student program completion.

The culminating product of a student's doctoral program – the dissertation – is a substantial work of research that contributes significantly to the student's field of study. Additionally, the student must orally defend his or her dissertation to his or her committee as well as to the faculty and guests invited to the defense. The main purpose of the defense is to allow an opportunity for the faculty of the college to comment on the quality of the investigation and to judge the student's ability to defend his or her conclusions.

Dissertation Committee

The dissertation committee guides the student throughout the dissertation proposal process and is the key arbitrator for the proposal prior to the oral defense. The dissertation committee typically consist of the following roles: 1) the dissertation chair, 2) the second supervisor, and 3) the reader. The dissertation chair and second supervisor are expected to provide significant mentoring, including timely written and verbal guidance to the student during the preparation for the proposal defense. The details of the roles

are provided in Appendix B: Dissertation Committee, Roles, timelines. Minimum qualifications for each role are listed in Appendix E: Faculty- Minimum Qualifications.

The reader, who serves as an external evaluator, is also a voting member of the committee and is appointed by the PhD Program Executive Director at the point of dissertation proposal submission, in consultation with the discipline Department Chair/School Director and Discipline Lead. The dissertation committee, including the reader, must agree that the proposal meets the written proposal guidelines and that the topic and approach are appropriate to earn the award of a doctoral degree in business and the student's academic discipline.

External Global Scholar for Committee

The program supports the use of external Global Scholars joining dissertation committees in the role of a second or reader. This provides external validation as well as support to our students. External committee members should be qualified as the level of a chair as listed in Appendix E: Faculty- Minimum Qualifications.

To be appointed on the committee, the following steps need to be taken:

a) The Committee Chair should consult with the discipline lead in the area and / or the Executive Director.
b) The Committee Chair then introduces the Executive Director to the external Global Scholar. Such request should be sent out only after the committee member has an implicit agreement that the external member is willing to serve on the committee.
c) The Executive Director sends an email to the Global Scholar – a) thanking them for their support b) outlining the roles and responsibilities as listed in the handbook, c) outlining the payment structure and d) requesting a CV and a completed graduate faculty appointment application (Graduate College: Faculty and Staff Forms - Graduate College (kennesaw.edu))
d) Application is cross signed by the Executive Director and Department Chair of the discipline the student is enrolled in and is sent to the graduate school for an affiliate status.
e) After the application is approved, the program manager initiates a contractual agreement with the external member.
f) After the contract is approved, the external faculty member is appointed to the committee.

The external committee member's compensation is outlined in Appendix B: Dissertation Committee, Roles, timelines.

Dissertation Alternatives

In general, two alternative approaches are acceptable for the dissertation. One is the traditional single topic dissertation, and the other is the two-paper approach. Each is described below.

Traditional Dissertation

The traditional dissertation is a sustained and systematic piece of research that incorporates a logical line of arguments, is supported by evidence that typically is based upon analysis of empirical data and contains arguments and conclusions relevant to a particular topic or set of hypotheses. For quantitative studies, the dissertation should reflect a high level of theoretical conceptualization and the objective is to test the proposed theory using a scientific approach. For qualitative studies, the dissertation should reflect emerging questions and procedures. The objective is to explore and understand the meaning individuals or groups ascribe to a human or business problem. The dissertation is usually divided into coherent chapters that link together in a logical manner. Each chapter should contribute to the advancement of

the stated objective or premise of the dissertation research, and when taken together, all chapters form an integrated whole. While the length of the dissertation will vary, the usual length is between 100 and 200 pages.

The following chapter's contents represent minimal expectations. Further specifications are to be provided by the dissertation committee. *Note: Students may also choose a qualitative research design or a mixed methods design, in which case the research strategy and outline would differ.*

Chapter 1 – Introduction – Clear statement of the problem being investigated, the background that explains the problem, and the reasons for conducting the research. These arguments should be supported by relevant extant research to provide context and a discussion of how the work differs from previous studies. A summary of the research design and general methods used should also be provided.

Chapter 2 – (a) Literature Review – A comprehensive review of the relevant research on which the dissertation is based. (b) This should include the identification of research questions, introduction of theory supporting model, and hypothesis development.

Chapter 3 – Methodology – A detailed description of how the problem was studied, what procedures, variables and measures were used, and what data were employed.

Chapter 4 – Data Analysis and Findings – An objective presentation of the findings and explanation of what was found. The section should follow a logical sequence supported by tables and figures that best present the findings that answer the question or hypotheses under investigation.

Chapter 5 – Conclusions, Limitations and Future Research – An interpretation of what the results mean, specifically in the context of what was already known about the topic. It is important to link this interpretation back to the Introduction and Literature Review by way of the question(s) or hypotheses posed. Indicate how the results relate to prior research (i.e., do they confirm, extend, or contradict previous findings). Most significantly, the discussion should explain how the research has advanced the extant body of knowledge in the area. Practical applications of the results are desirable. It is also important to acknowledge the limitations of the research and suggest avenues for future exploration.

Two-Paper Dissertation

The two-paper dissertation is similar in many ways to the traditional dissertation. It too is a sustained and systematic piece of research conducted following the scientific method. The primary difference is the organization of the dissertation, which involves two article-length essays, each a separate study but both related to a single research idea or stream.

*Chapter 1 – Introduction/Literature Review – A comprehensive review of the relevant research on which the dissertation is based. This should include the identification of research questions that motivate the two essays. This review should introduce both essays and summarize the relationship between paper 1 and paper 2 and provide a summary of the contribution to the research area.

Chapter 2 – (Paper 1) Abstract for paper 1, specific literature review, theory, model and hypotheses, methodology, data analysis, and findings, discussion, limitations, future research, conclusion, and references.

Chapter 3 – (Paper 2) Abstract for paper 2, specific literature review, theory, model and hypotheses, methodology, data analysis, and findings, discussion, limitations, future research, conclusion, and references.

* The extent of the literature review provided in this section may vary based on committee preference. If a comprehensive literature review is not provided, the literature review provided in each paper should be substantive. Regardless of the extent of the literature review, this section must at a minimum identify the research questions that motivate the two essays and summarize the relationship between paper 1 and paper 2.

Authorship

In accordance with AACSB International guidelines for doctoral level degrees, the PhD in Business Administration Program expects most of the work for the doctoral dissertation to be performed by the student. It is understood that data and ideas can come from many sources and that students will seek guidance and feedback from faculty members; however, work done on the dissertation should be completed primarily by the student. Therefore, the student should be first author on any publications that come directly from the dissertation.

Data

All empirical dissertation research should be analyzed by the student in conjunction with input from their dissertation committee. Exceptions must be approved by the PhD Program Executive Director. No Data should be collected prior to Institutional Review board approval.

Institutional Review Board Training: All KSU researchers (faculty, staff, and students) are required to undergo training in the ethics of research with human subjects as recommended by the Office of Human Research Protections. The Collaborative Institutional Training Initiative (CITI) online training program has been chosen as the official certification program for KSU-affiliated personnel. All researchers working with research participants, data, or specimens must be listed on the IRB application and must have a current CITI certificate on file in the IRB office at the time the study is submitted for review (even for studies submitted for an exemption classification). Faculty advisors are also required to have a current certificate on file to supervise student research, including the research of doctoral candidates. Collaborative researchers not affiliated with KSU may submit a copy of a certificate earned at the home institution. For more information, and IRB processes, please visit Institutional Review Board (kennesaw.edu)

Dissertation Defense Process

All dissertations need to be orally defended. As the proposal and final defense presentations are considered formal academic events, students are expected to dress professionally and display proper presentation skills. The format of the PowerPoint presentation is at the discretion of the student in agreement with his/her dissertation committee. An overview of the proposal and final dissertation defense is outlined below. It is important to note that all oral defenses need to be scheduled to occur between the first day of classes and the final day of class on the university published schedule. This allows for appropriate paperwork and format checks to be done. Students are expected to calculate time needed to graduate based on the timelines listed in the diagram. All defenses will be announced to university stakeholders.

The oral defenses are conducted by the executive director of the program. The committee and the student are required to be present. During the oral defense, the Executive Director will introduce the committee members, and appoint a moderator (usually the dissertation chair) for the oral proposal defense. The moderator will determine the general procedures governing questioning. Normally, the dissertation defense process should include a formal student presentation of their proposal, questions from the dissertation committee, as well as from the PhD faculty present for the defense. During the presentation,

the committee is allowed to ask clarification questions. The moderator or executive director can postpone a question if deemed not to be a clarification question. After the presentation is over, faculty and students in the audience should be allowed to ask questions and participate in a discussion of the proposal.

Once the oral proposal defense is completed, the dissertation committee and the PhD Program Executive Director will adjourn to discuss the student's oral defense performance. The chair of the dissertation committee considers the categories (see below) governing the examination and leads a discussion of the student's performance. If needed, the committee can provide specific feedback and or requirements to modify the proposal on the evaluation form. This feedback becomes a formal part of the requirements for the student's dissertation. Once all committee members and the PhD Executive Director have agreed upon the category into which the student's written and oral performance falls, each person will sign the Oral Dissertation Proposal Defense Evaluation Form / Dissertation final Evaluation form. At such time the candidate will be invited to join the committee where the results of the oral defense are reported by the chair. The entire process is scheduled for 2 hours max.

The dissertation announcement template are provided on the Graduate College website - Thesis and Dissertations - Graduate College

Please see Figure 5 for an overview of the process. Note: The process to send the documents to the program (ex. Dir) start by filling out the form at https://forms.office.com/r/L9qXWLp51e .

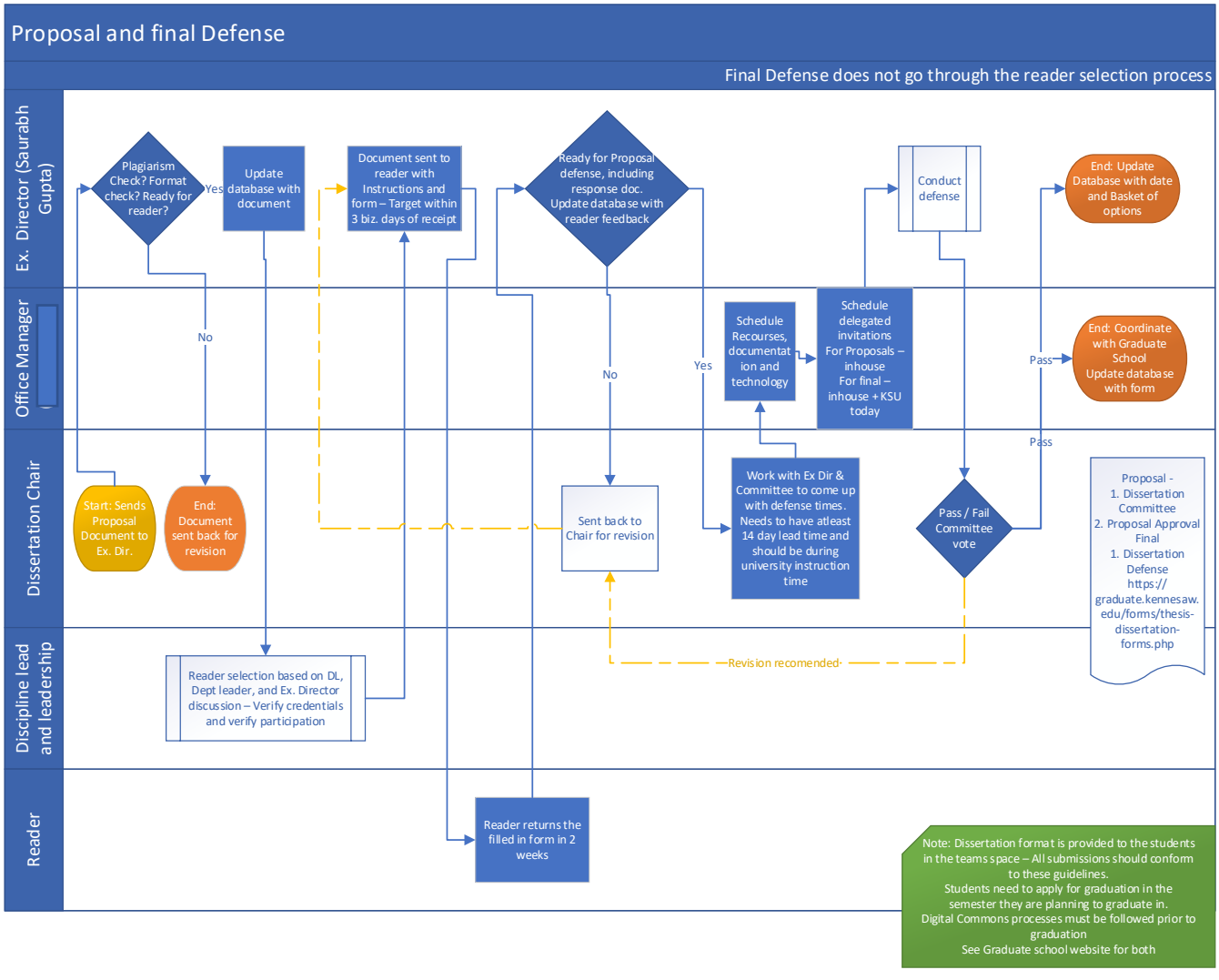

Figure 4: Proposal and Final Defense process

Defense Attendance

The doctoral candidate, committee chair, and his or her committee members attend the dissertation defense. It is best if all committee members attend in person. If not, options such as Skype or audio conferencing can be arranged for a committee member still recognizing that a majority of the committee should be present. External readers, if there are any, may attend.

Dissertation defenses are open to any interested member of the academic or professional community such as other program or non-program faculty members, other program students or graduates, academic and professional guests. Only the presentation and questioning portions of the defense are open. Individuals who are not members of the official committee will be excluded from the pre-discussion and voting deliberation portions of the defense.

Personal guests (adult friends or family members) sometimes attend but the program director / committee chair should approve this ahead of time. Personal guests who attend should realize they are attending a professional meeting as observers and do not ask questions.

Final dissertation copy

All final dissertations need to be submitted to digital commons. See Thesis and Dissertations - Graduate College for more information.

Dissertation format

Style: All dissertations submitted by PhD in Business Administration graduates must use the latest APA style as described in *Publication Manual of the American Psychological Association*.

The rest of the details can be found at in the dissertation template section of Thesis and Dissertations - Graduate College page.

Appendix A: Discipline lead role

There will be a Discipline Lead from for each participating concentration.

Qualifications for Consideration to be a Discipline Lead.

A) Must be on the research track and must meet or exceed research expectations based on the annual review document.
B) Teach at least one three-hour course in the Program per year and one common core class.

The Discipline Lead Role

A) Student activities
   a. Mentoring 1st and 2nd year students until dissertation committees are formed.
   b. Advise students on program of study
   c. Help students identify and connect with faculty to establish their dissertation committees, including identification of qualified readers for dissertations, while following the processes of the Coles Ph.D. program.
   d. Attend student experience events such as - Program socials and graduation events.
B) Recruitment activities
   a. Participate in program promotion, including information sessions.
   b. Conducting the two-hour department specific portion of the workshops.
   c. Review application material, as needed, for associated discipline (including the RIO), Attend interviews with discipline applicants and provide input.
   d. Coordination of discipline level promotion activities.
C) Administrative activities
   a. Attend Program meetings over the course of the year.
   b. Follow up and provide reports regarding student progress.
   c. Help with the qualifying exam and AACSB goals.
   d. Participate in the Ph.D. graduate curriculum committee, as well as Ph.D. advisory working group.
   e. Have additional involvement in the PhD Program as needed and to a reasonable extent.

Deferring Aspects of Workload:

To compensate for work done in Fall/Spring, the discipline lead will be provided a specified percentage of the annual compensation amount for Summer Research Support. This will allow a faculty member to conduct research over the Summer versus needing to teach to receive summer support.

No. of concurrent student in Fall of a given year	Summer research Compensation
4-7	8%
8-10	10%
11-12	11%

Note: Given the pattern of enrollment for accounting concentration, a 2-year moving average will be considered.

Appendix B: Dissertation Committee, Roles, timelines

KSU PHD Committee Structure

Committees are normally composed of three voting members including a Chair (or first supervisor), second supervisor, and reader. The Chair and second supervisors are appointed based on consultation between the student, the respective faculty members, the appropriate Department Doctoral Coordinator, and the PhD Director. When the dissertation proposal is submitted to the program, the reader is appointed by the Director of the PhD program and becomes the third member of the committee. All committee members must be academically qualified by Kennesaw State standards and be appointed graduate faculty status at their home institution.

Specific Committee Member Roles and Responsibilities

KSU PhD First and Second Supervisor Responsibilities

The first and second supervisors are the primary mentors of assigned KSU PhD students. Specific responsibilities include:

- Establishing expectations and open communication. Early in the process both first and second supervisors should create a climate of mutual respect and should negotiate and clarify the basis of the working relationship for all parties. Each semester, supervisors will establish a Course Plan outlining specific goals and expectations for the student's work during that semester. These expectations are used to develop timelines to ensure effective project management and time management. The dissertation Chair is to submit a copy of the Course Plan to the PHD program by the deadline communicated by the program leadership. (See appendix C)

- Developing student depth in the content area of dissertation research. At KSU, committee work is a more robust responsibility than that found in dissertation processes in traditional programs. While the students have been prepared with a breadth of research skills and have identified a research area of interest, they will not likely have developed full immersion in the general subject of the dissertation or the research methods unique to that area of research. This requires additional mentoring by the committee to ensure the student develops needed depth of content and research design knowledge in the eventual dissertation topic. This competency is developed through an independent study conducted by the dissertation Chair beginning in the late fall and continuing in the spring semester of the student's second year. This independent study, in conjunction with the student's other coursework, should be used to develop the student's depth in the topic area and is further discussed in the section below: KSU PhD Dissertation Process Timeline.

- Providing structure and guidance during the dissertation process. This would include clarifying the process, helping the student develop the appropriate scope for the dissertation project, monitoring student progress, facilitating committee/student agreement on dissertation design, methods, and research questions by providing feedback and advice.

- Preparing the student for the job market. This may include introducing the student to scholars in the field, providing career advice, helping with student CV development, writing letters of recommendation, etc.

- Responding promptly to student email communications (typical responses to emails should occur within 72 hours) and providing prompt feedback to drafts and manuscript revisions (normally, two-week response times to a substantive document should be maintained). As the dissertation project is an on-going process throughout the calendar year regardless of the academic calendar, responsiveness should be maintained even between academic semesters and in the summer.

- Conducting the student's proposal and dissertation defenses and guiding the student through the reader assessment and response process.

- Notifying the PhD program leadership of the status of the student's dissertation work and providing student grades/evaluation as required (See additional discussion on grade responsibilities below under the KSU PhD Dissertation Process Timeline section).

<u>KSU PhD Dissertation Reader Responsibilities</u>

The reader represents the PhD program and provides an independent objective assessment as to whether the dissertation meets program specific requirements for dissertations. Specifically, the reader:

- Evaluates the written dissertation at both the proposal and the final defense stage to determine if the manuscript meets the KSU dissertation requirements. This feedback is provided within 2 weeks.

- Provides the candidate constructive feedback on the dissertation proposal and final dissertation that will strengthen the quality and thus publish ability of the work as if they were reviewing manuscripts submitted for publication at top quality, peer-reviewed journals.

- Serves as a voting member of the dissertation committee for the proposal and final oral defense.

- Engages with the committee as needed after the initial proposal defense.

KSU PhD Dissertation Process Timeline

While the time to complete the dissertation process will vary between students, the course plan outlined in Appendix C: KSU PhD Timeline, Course plan Example and form provides the schedule of dissertation related student credit hours and course deliverables for those credit hours taken by students under supervision of the KSU PhD Dissertation Committee First and Second Supervisor.

Quality Standards for KSU PhD Dissertations

The goal of the dissertation project is for the student to have a high-quality research product that can be subsequently developed for submission to a quality research journal (normally specified as an A or B-level peer reviewed journal as determined by the ranking criterion of the Department in which the dissertation Chair is assigned or would normally be assigned – i.e., Accounting, Information Systems, Management, or Marketing. The Dissertation Formatting Guidelines allow for a one or two-paper dissertation based on the project complexity and guidance of the committee. At least one of the papers must be based on an empirical data collection effort using quantitative or qualitative data. Overall, the KSU PhD student dissertation must:

- Provide originality through development of material or theories not previously used or an extension or unique application of a theory, concept or method in a manner not used previously.

- Incorporate a logical line of arguments supported by a comprehensive literature review.

- Contain arguments and conclusions relevant to a particular topic or set of testable hypotheses.

- Include a rigorous study design that provides a high level of theoretical conceptualization and appropriately tests the proposed theory using a scientific approach.

- Meet overall academic standards for the quality and rigor of the research.

Faculty Basket of Options for dissertation work

The basket of options is used to help doctoral faculty better engage in research, teaching, and service by providing a source of funding to better accomplish these tasks. Given the nature of this option, the incentive offered to each faculty member will be based on the level and the amount of engagement in the dissertation work. Faculty may choose options A or B. The default choice would be option A, unless otherwise specified by the faculty member at the time of student proposal defense.

Option A (Basket of Goodies)

The basket of goodies is intended for activities to help support research, teaching, hire GRA / GTA and service, but cannot be used to provide monetary compensation to a faculty member.

A faculty member that engages in a dissertation committee will receive the following level of funding towards their basket of options, per student. The faculty will accrue these baskets which will be equally divided at the time of successful proposal and final defense. The total amount accrued is not limited to a certain dollar amount, but limited by the number of dissertations and roles the faculty member is engaged in. Incentives will be split if more than one individual is sharing a role. The current state of basket of funds should be available on the Microsoft teams website (limited access).

Chair	$6000
Second	$3000
Reader	$1500

The basket of options funds is held by the Doctoral Program until the faculty member needs access to those funds. The money accrued and spent can be tracked in the spreadsheet provided in Microsoft teams or by talking to the discipline lead. External faculty members will receive the same amounts, except with a 3-year contract limitation. Availability to all faculty is also subject to university policies and accounting.

Note: Updated Fall 2021: Change is Cohort 12 onwards

Note: Updated Fall 2023: Money accrued with the Ph.D. program will expire after 18 months of final successful student defense or December 2024, whichever is later.

Speed code is 17231

If using for the basket of options for travel, please use the above speed chart code, and add the Executive director as an approver for appropriation purposes.

Option B (Course Reassignment)

Option B provides a faculty member the opportunity to choose a course reassignment to be on dissertation committees. This option cannot be exercised if the roles are split. i.e., the presence of a "co" in the roles of chair or second.

Chair	1.5 Credit i.e., *2 students being graduated as committee chairs would be 1 course reassignment.*
Second	0.75 Credit i.e., *4 students being graduated as committee seconds would be 1 course reassignment.*
Reader	Option B does not exist.

A course reassignment requires an accrual of 3 credits before it can be exercised. Credits will become available after successful final defense and only for students who graduate. No partial credit is provided for non-graduating students. To support the department on the course reassignment, the Ph.D. program will transfer $5000 to the departmental operating budget. The course reassignment needs to be exercised within 3 years of the accrual of the first credit portion; after the 3-year limit the credits will expire. The faculty member will work with the department chair on scheduling the course reassignment as per other university policies and practices.

Note: Updated Fall 2022. Change is Cohort 13 onwards

Appendix C: KSU PhD Timeline, Course plan (now in DocuSign)

Year	Semester	Course Number and Name	Deliverables
2	Fall	9903 - Doctoral Directed Study	Students should start working on an in-depth topic exploration for their dissertation during this time. The goal is to have enough done so that they can make reasonable progress to have settled on a dissertation topic that is viable.
2	Spring	9900 - Dissertation Design	Students will learn to design their dissertation, including identifying researchable problems, conducting literature reviews, proposing research methodologies, and outlining potential outcomes.
3	Fall	9904 - Dissertation Research	Students are expected to defend their proposals during this time and should be beginning the conduct of their empirical study. Students who do not defend their proposals at this time are behind program timelines.
3	Spring	9904 - Dissertation Research	Students are expected to conduct their data analysis and interpretations. Students are expected to do their final dissertation defense at this time.
4 & 5/6 (if needed)	Fall & Spring	9904 - Dissertation Research	Students should provide final drafts of their complete dissertation and complete the final defense process.

Notes: The courses described above are completed under the direction of the dissertation Chair who is also responsible for assigning grades for the course in consultation with the second supervisor as appropriate. The dissertation Chair must complete the KSU PhD Course Plan to provide the goals and deliverables for that semester's course. Grades of incomplete are not normally used in dissertation related courses and can only be done with permission from the PhD Director.

See summer enrollment section of the handbook regarding summer defnese.

Course Plan for Doctoral Directed Study

Course Title: Doctoral Directed Study, **Course Code:** 9903, **Semester:** Fall

Role	Name	Signature	Date
Student			
Instructor			

Edit stop: Molly First, CC: Saurabh Gupta, DL

Course Description and Objectives

This course is tailored for doctoral students to develop skills in analyzing and selecting dissertation topics. Students will learn to identify researchable problems, justify their significance, create a theoretical framework, conduct literature reviews, propose research methodologies, and outline potential outcomes. By the course's end, students will have conducted in-depth topic exploration, enabling them to make substantial progress in settling on a viable dissertation topic. They will learn to clearly articulate research questions, justify their research's significance and originality, and propose appropriate methodologies while outlining the importance of their anticipated outcomes. An added objective of the directed study is to hopefully solidify the relationship so that the independent study advisor can become the dissertation chair.

Required Course Deliverables

Students must follow the Topic Analysis document for headings and content, and the document should be in an APA professional format.

Topic Analysis document will serve as input into the next class - Dissertation Development in Business Administration.

Optional Deliverables

Students and their independent study advisor can agree on deliverables beyond the ones listed, such as but not limited to conference submissions. The optional agreed-upon deliverables must be submitted at the time of course registration as an attachment here.

Assessment Methods

- **Grade A:** Outstanding performance demonstrating exceptional understanding, analysis, and presentation of the topic.
- **Grade B:** Strong performance showing good understanding and analysis with minor areas for improvement.
- **Grade C:** Satisfactory performance with adequate understanding and analysis, but several areas needing improvement.
- **Grade D:** Marginal performance with limited understanding and analysis, and significant areas needing improvement.
- **Grade F:** Unsatisfactory performance with poor understanding and analysis, and numerous areas needing improvement.
- **To keep the student moving forward, other grades are now allowed.**

Resources (Attached to this document)

- **Independent study advisor resources**: This document provides guidance on effective interaction between advisors and students, including time management, meeting scheduling, and communication strategies.
- **The Topic Analysis**: This document outlines the process for analyzing dissertation topics, including problem identification, significance of research, theoretical framework, prior research, research methodology, and potential outcomes.

Course Plan for Doctoral Research Course

Course Title: Doctoral Research Study, **Course Code:** 9904, **Semester:** Fall /Spring/Summer

Role	Name	Signature	Date
Student			
Instructor			

Initiated by: Molly First, CC: Saurabh Gupta, DL

Course Description and Objectives

Coursework supports and guides doctoral candidates in the implementation of their research and the development and defense of the dissertation. This format and structure will provide individual time with the Doctoral Committee and collegial and academic support from their peers. This course may be repeated as necessary.

Suggested Timeline of Course Deliverables

Grading Policies

- **A:** Met all expectations with thorough preparation, comprehensive revisions, and polished final submission, demonstrating exceptional understanding and execution in all aspects of the proposal defense process, including literature review, theoretical positioning, and defense presentation.
- **B:** Met most expectations with minor gaps in preparation, revisions, or final submission, showing a good level of understanding and execution in key areas such as literature review, theoretical positioning, and defense presentation.
- **C:** Met basic expectations with significant gaps in preparation, revisions, or final submission, indicating an adequate level of understanding and execution in essential areas such as literature review, theoretical positioning, and defense presentation.
- **D:** Did not meet expectations with incomplete preparation, revisions, or final submission, reflecting a lack of understanding and execution in critical areas such as literature review, theoretical positioning, and defense presentation.

Resources (Attached to this document)

- Roles and responsibilities of first and second
- Student-advisor meeting suggestions
- Dissertation Rubric form sent to the reader for evaluation.

The above is subject to university policies and PHD handbook.

The Advisor/Chair and the Student

The independent study advisor/dissertation chair is a critical figure in completing a dissertation. The Ph.D. program entrusts the advisor with considerable power and responsibility in the dissertation acceptance process. The advisor and committee are responsible for assisting the candidate; the student is responsible for presenting material in a way that effectively uses the scarce advisor and committee resources.

Aids to Effective Interaction with an Advisor and a Committee

Similar to the student schedule, there are many demands on the advisor for time and attention. There frequently are interruptions that keep the advisor from devoting attention to the candidate. The candidate's problem is usually how to improve the probability of a timely and helpful response from the advisor. The suggested method involves time management through written notes, outlines, issue summaries, scheduled meeting times, and meeting agendas.

1. *Provide written notes of meetings*. When meeting with the committee, the candidate should make notes. Before every meeting, the candidate should summarize the issues/discussions from the previous meeting and outline actions taken. The rule is that the candidate should take responsibility for documenting the decisions and actions communicated by the advisor and the committee. See the example below on how to report.
2. *Schedule meetings*. Plan and schedule the necessary meetings. As a rule of thumb, a meeting every other week at a designated time is considered a good idea. Send materials at least 72-48 hours before (and longer if there are more pages). Make sure you are on the faculty calendar. A good policy is to confirm the next meeting at the conclusion of the current meeting because there can be a group discussion and resolution of conflicts in schedules.
3. *Reach out to your DL or the Ph*.D. program office in case of any issues.

Aids to Effective Interaction with a Student

Our students are full-time working students and thus have demands on their time and attention. As a faculty, the following are suggested:

1. Establishing expectations early and open communication.
2. Students bring in a lot of relevance and focus on developing student depth in the content area. Provide structure and guidance needed.
3. Respond promptly to student email communications (usually 72 hours for email, two weeks for substantive documents).
4. Notify the Ph.D. program in case of any issues.

For more details on each of these, see the Ph.D. handbook.

Ph.D. Research meeting

Issues and Revisions Summary

Date:

Time:

Meeting Participants:

Next meeting scheduled:

The following table lists the key issues discussed and provides a summary of the changes made in the document. This sheet should be used as a cover sheet for the next scheduled meeting. The document should be filled out by the student and kept for records.

Summary of issue or concern	Summary of action taken

Appendix D: Proposal / Final dissertation evaluation (now in DocuSign)

KENNESAW STATE UNIVERSITY
COLES COLLEGE OF BUSINESS
Ph.D. in Business Administration

Proposal / Dissertation Defense Reader Evaluation

PhD Candidate:

Dissertation Title:

Reader Name and Affiliation:

The PhD Program leadership appoints readers for the dissertation and maintains a role as a voting member of the dissertation committee for the final oral defense.

The reader's role in the dissertation process is two-fold. First, the reader represents the PhD program to objectively and independently assess whether the dissertation meets the following program-specific requirements for dissertations. A rubric that helps with that is attached.

The reader's second role is to provide the candidate with constructive feedback on the dissertation proposal, ultimately strengthening the work's quality and, thus, publishability. Readers should approach this portion of the evaluation as they would when reviewing manuscripts submitted for publication in top-quality, peer-reviewed journals.

Subsequent to the first proposal evaluation, the reader acts as a committee voting member and if expected to interact with the committee as necessary.

Instructions: Please provide specific feedback, attach a review document, and give an overall evaluation below.

Please evaluate and rate the document on a 7-point disagree/agree scale based on the following rubric, with seven being the highest.

Criteria	***Description***	***Rating***
Statement: Problem, Hypothesis, Questions, Outcomes	Consider whether the document is well thought through, whether questions can be answered, and whether they can be accomplished.	
Importance of Research	Consider whether research needs are documented and contribute to practice and academic research	
Significant Prior Research	Consider whether the prior research shown is complete, relevant research is included, and the study builds on previous research.	
Research Framework, Variables, and Hypothesis	For quantitative research: Consider if the variables are defined and valid measures used, the relationships being tested are clearly stated, and there is sufficient rationale for the hypothesis. For Qualitative research: Consider whether the document makes a case for – little is known in the particular area, whether existing research is confusing, contradictory, or not moving forward, or whether the topic is too complex.	
Methodological Approaches	Consider if the methodological approach is appropriate for the question and feasible, consider the proper sample, and use the correct analytical technique.	
Potential Outcomes and Importance of Each	Consider if the document comprehensively examines the consequences of the outcomes and if there is symmetry between the introduction and closing remarks.	
Other criteria	Consider whether the chapters are in order, the document is clear, or if it is doing too much.	

Reader Overall Comments to Support Overall Evaluation:

Please attach your document with specific feedback here. Note: Word comments do not show up. Save your Word document with all the comments as .PDF file before adding. The converted document to .PDF from Word will have all the comments then you need add it to the envelope, all comments will be preserved

Overall Evaluation based on the rubric above.

90% and above - Dissertation/proposal is ready for defense
70% to 90% - Dissertation/proposal is prepared for defense after resolution of issues raised in this evaluation.
Below 70% - Dissertation/proposal is not ready for final defense without substantive changes as raised in this evaluation.

Signature.

Appendix E: Faculty- Minimum Qualifications

Chair:

The Chair must meet the below criteria:

- Minimum of one A or A+ publication on the department journal list in the last 5 years ***AND*** apprenticeship of multiple doctoral students in either a chair or 2nd role.
- Or a Discipline Lead

Second:

The Second must meet **one** of the below criteria:

- Minimum of one A or A+ publication on the department journal list in the last 5 years.
- A stellar publication record of at least 5 A or A+ publications over the career ***AND*** continued engagement through A or A+ level journal editorship (Editor, Section Editor, or Associate Editor Role). Journal list as defined by the department.
- A stellar publication record of at least 5 A or A+ publications over the career ***AND*** continued engagement through B level journal editorship (Editor role). Journal list as defined by the department.
- A stellar publication record of at least 5 A or A+ publications over the career ***AND*** apprenticeship of multiple doctoral students in either a chair or 2nd role in the last 5 years. Journal list as defined by the department.

Reader:

The Reader must meet **one** of the below criteria:

- Minimum of one A or A+ publication on the department journal list in the last 5 years. Journal list as defined by the department.
- A stellar publication record of at least 5 A or A+ publications over the career. Journal list as defined by the department.
- Apprenticeship of multiple doctoral students in either a chair or 2nd role in the last 5 years.

Minimum Qualifications to teach in the PhD Program

Must meet the same criteria as serving as a dissertation reader above.

Appendix F: RIO Guidelines

Introduction

The research interest overview (RIO) is the second step in the application process for admission to the PhD in Business Administration Program at Kennesaw State University. The purpose of the RIO is to demonstrate your intellectual curiosity and natural abilities in identifying phenomena in business needing to be researched, find background literature and theories to apply to these phenomena, and your writing and communication skills in committing your research idea to paper. This is a very important document in the application process so please spend a significant amount of time preparing it.

The following represent some basic guidelines for the format of the research interest overview. Perhaps the best advice is to look at articles in academic journals in your area of interest and use them as a guide for how to write your paper. While you are limited in the specific sections you write, there is a lot of latitude within each section to show your skills.

Format

Basics:

The document should be double-spaced in 12pt Times New Roman font and left-justified. The footer should contain the RIO title and the page number. Do not include your name in the footer. The page limit for the body of the RIO is 12-15 pages of text (plus a single title page, a single abstract page, and references). The paper should be in the latest APA format (Fillable Template and Sample Paper - APA Formatting and Style (7th ed.) for Student Papers - LibGuides at National American University) . Please use the student paper template on the APA website, from the link provided. Papers over this length will not be considered. Submit the paper as a Word document, not a PDF, to ksuphd@kennesaw.edu.

Sections:

The sections of the paper need to be clearly labeled. All the following sectionsmust be included.

1. **Title Page**: In the upper right corner on a single page write your first and last name, email address, area of interest, Cohort number. Center 'Research Interest Overview' and the title of your paper. Beneath the title towardthe bottom of the page, left-justify an 'Author Note' acknowledging all external help received in preparing your RIO. Do not use a header or other formatting techniques (use professional title page from APA website).
2. **Abstract**: The second page will be a short (50 word maximum) summary of the RIO. At the top of the page, center the title of the paper. Underneath the title, center the 'Abstract' heading.
3. **Introduction**: The paper begins with a basic description of the phenomena being investigated and justification of why it needs to be researched
4. **Literature review**: Review relevant and related scholarly research andtheories on the phenomena using proper citation format (refer to journals in yourarea for

guidance). Scholarly sources are journals – not trade publications, except perhaps, for example, limited reference to justify the context of the study.

5. **Theoretical model with research questions**: Provide a theoretical framework (conceptual model) and identify 1-2 research questions of interest. Your model should include 1 dependent variable and 2-3 independent variables. This is a very important section in this paper, so invest time here. This demonstrates how you can conceptualize your ideas obtained from literature/theory review in a concise and visual way
6. **References:** list of refences you used.

Research Workshop

It is very important to come prepared to the Research Workshop with some idea of what you will be investigating. You will be presenting your idea to a small group. Thiswill be an opportunity to obtain initial feedback on your idea as well as other participants' ideas before you begin writing your RIO. Please see below the readings you need to complete prior to attending the workshop.

Final Remarks

The RIO is your own original work. We base our judgment on your ability to be successful in the PhD Program in part on this document. The final document shows howyou can incorporate information from written sources and produce a clear and concise overview of your research idea.

Readings from Bhattacherjee, Anol, "Social Science Research: Principles, Methods, and Practices" (2012). Textbooks Collection. 3. https://digitalcommons.usf.edu/oa_textbooks/3

Chapters 1-5, and 16.

Appendix H: Dissertation Proposal/ Final Announcement

Dear Coles College Colleagues, Current PhD in Business Administration Students,

The PhD in Business Administration Program is pleased to announce the **[FINAL DISSERTATION/DISSERTATION PROPOSAL]** defense for the following candidate. This defense constitutes a significant milestone in the history of Coles College and the PhD in Business Administration Program. A Teams link is provided for those who would prefer to attend virtually. The defending candidate and inhouse dissertation committee faculty are expected to attend in person.

Scheduled to defend **[FINAL DISSERTATION/DISSERTATION PROPOSAL]** is:

[STUDENT NAME] [AREA OF CONCENTRATION]

Dissertation Title: [DISSERATION TITLE]

Dissertation Committee:

Chair: [CHAIR AND CO-CHAIR]

Second Chair: [SECOND AND CO-SECOND]

Reader: [READER]

A copy of the dissertation abstract is below. Please join us for this momentous event in the Coles College and the career of this student.

_____

[ABSTRACT]

Appendix I: University Resources Available (External to the program)

1. Writing center - Writing Center (kennesaw.edu)
2. KSU library system - Welcome - *Graduate Focused Resources in the Library - LibGuides at Kennesaw State University
3. Center for Excellence in Teaching and research - Center for Excellence in Teaching and Learning (kennesaw.edu)
4. Graduate school - Graduate College - Graduate College (kennesaw.edu)
5. Scholarship information for graduate students - Financial Aid: Scholarships - Office of Scholarships and Financial Aid (kennesaw.edu)
6. Graduate assistantships - Graduate College Assistantships (kennesaw.edu)
7. University Information Technology Services - New Students Technology Guide - University Information Technology Services (kennesaw.edu)
8. Graduate college dissertation template - Thesis and Dissertations - Graduate College

Appendix J: Tuition Matrix

Tuition Matrix for Cohort 13 – Starting 2021

PhD in Business Administration Tuition Fee Schedule - Cohort 13 (2021)			
Total Tuition Cost	**Remainder of Tuition**	**Program Hours**	**Credit Hour Rate**
$96,500.00	$91,500.00	48	$1,906.25
Program Deposit			
$5,000.00			

How is the credit hour rate determined?

Tuition total (minus) Program Deposit (equals) Remainder of Tuition (divided by) Program Hours (equals) Credit Hour Rate

$96,500 (minus) $5,000 (equals) $91,500 (divided by) 48 (equals) $1,906.25

YEAR 1 - 2021-2022					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2021					
BRM 9201	Research Methods and Basic Data Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9001	Introduction to Research in Accounting	3	$5,718.75		
	Introduction to Research in Information Systems				
	Introduction to Research in Management				
	Introduction to Research in Marketing				
ACCT/IS/MGT/MKTG 900X (TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**	**$300.00**	**$17,456.25**
Spring Semester 2022					
BRM 9202	Analysis of Variance Designs	3	$5,718.75		
BRM 9203	Qualitative Research Methods	3	$5,718.75		
	Seminar in Accounting	3	$5,718.75	**$300.00**	**$17,456.25**

ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		
YEAR 2 - 2022-2023					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2022					
BRM 9204	Regression Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9903	Doctoral Directed Study	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**	**$0.00**	**$17,156.25**
Spring Semester 2023					
BRM 9205	Advanced Business Research Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9900	Dissertation Development in Business Administration	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**	**$0.00**	**$17,156.25**
YEAR 3 - 2023-2024					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2023					
ACCT/IS/MGT/MKTG 9904	Dissertation Research	5	$9,531.25		
	Total Credit Hours:	**5**	**$9,531.25**	**$0.00**	**$9,531.25**
Spring Semester 2024					

ACCT/IS/MGT/MKTG 9904	Dissertation Research	5	$9,531.25		
	Total Credit Hours:	**5**	**$9,531.25**	**$0.00**	**$9,531.25**
Summer Semester 2024					
ACCT/IS/MGT/MKTG 9904	Dissertation Research	2	$3,812.50		
	Total Credit Hours:	**2**	**$3,812.50**	**$0.00**	**$92,100.00**
	TOTALS	***48***	***$91,500.00***	***$600.00***	***$93,600.00***

Notes:

1. International students need to be maintain a full-time status in year 3. Full time is defined in the graduate catalog as 9 credits. Please visit the division of Global Affairs for more details.
2. For Y4 and Y5 – Students will be registered for 5 credits each in Fall and Spring and 2 credits in the summer, except in their graduating semester.
3. For Y4 and Y5 – If a student has completed all graduation requirements, including scheduling of the dissertation defense in the subsequent semester, students can request to be registered 1 credit. Appropriate tuition will be due at registration
4. Proposal and final defenses can only be done in the semester student is registered in.

Tuition Matrix for Cohort 14– Starting 2022

PhD in Business Administration Tuition Fee Schedule - Cohort 14 (2022)			
Total Tuition Cost	**Remainder of Tuition**	**Program Hours**	**Credit Hour Rate**
$96,500.00	$91,500.00	48	$1,906.25
Program Deposit			
$5,000.00			

How is the credit hour rate determined?

Tuition total (minus) Program Deposit (equals) Remainder of Tuition (divided by) Program Hours (equals) Credit Hour Rate

$96,500 (minus) $5,000 (equals) $91,500 (divided by) 48 (equals) $1,906.25

YEAR 1 - 2022-2023					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2022					
BRM 9201	Research Methods and Basic Data Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9001	Introduction to Research in Accounting	3	$5,718.75		
	Introduction to Research in Information Systems				
	Introduction to Research in Management				
	Introduction to Research in Marketing				
	Seminar in Accounting	3	$5,718.75		**$17,156.25**

ACCT/IS/MGT/MKTG 900X (TBD)	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		
Spring Semester 2023					
BRM 9202	Analysis of Variance Designs	3	$5,718.75		
BRM 9203	Qualitative Research Methods	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		**$17,156.25**
YEAR 2 - 2023-2024					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2023					
BRM 9204	Regression Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9900	Doctoral Directed Study	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				**$17,156.25**

	Total Credit Hours:	**9**	**$17,156.25**		
Spring Semester 2024					
BRM 9205	Advanced Business Research Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9903	Dissertation Development in Business Administration	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		**$17,156.25**
YEAR 3 - 2024-2025					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2024					
ACCT/IS/MGT/MKTG 9904	Dissertation Research	6	$11,437.50		
	Total Credit Hours:	**6**	**$11,437.50**		**$11,437.50**
Spring Semester 2025					
ACCT/IS/MGT/MKTG 9904	Dissertation Research	6	$11,437.50		
	Total Credit Hours:	**6**	**$11,437.50**		**$11,437.50**
	TOTALS	***48***	***$91,500.00***		***$91,500.00***

Notes:

1. International students need to be maintain a full-time status in year 3. Full time is defined in the graduate catalog as 9 credits. Please visit the division of Global Affairs for more details. Based on discussions with the Graduate Dean, the program will request a waiver from this from the graduate school to enroll the students in 6 credits.
2. For Y4 and Y5 – Students will be registered for 6 credits each in Fall and Spring. This is part of the universities continuous enrollment policy. Any revision to the policy will need to be followed. Based on discussions with the graduate dean, the program will request a waiver for summer enrollment. Appropriate tuition will be due at registration.
3. For Y4 and Y5 – If a student has completed all graduation requirements, including scheduling of the dissertation defense in the subsequent semester, students can request to be registered for 2 credits. Appropriate tuition will be due at registration.
4. Final oral defenses can only be done in the semester student is registered in.

Tuition Matrix for Cohort 15– Starting 2023

PhD in Business Administration Tuition Fee Schedule - Cohort 15 (2023)			
Total Tuition Cost	**Remainder of Tuition**	**Program Hours**	**Credit Hour Rate**
$96,500.00	$91,500.00	48	$1,906.25
Program Deposit			
$5,000.00			

How is the credit hour rate determined?

Tuition total (minus) Program Deposit (equals) Remainder of Tuition (divided by) Program Hours (equals) Credit Hour Rate

$96,500 (minus) $5,000 (equals) $91,500 (divided by) 48 (equals) $1,906.25

YEAR 1 - 2023-2024					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2023					
BRM 9201	Research Methods and Basic Data Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9001	Introduction to Research in Accounting	3	$5,718.75		
	Introduction to Research in Information Systems				
	Introduction to Research in Management				
	Introduction to Research in Marketing				
	Seminar in Accounting	3	$5,718.75		**$17,156.25**

ACCT/IS/MGT/MKTG 900X (TBD)	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		
Spring Semester 2024					
BRM 9202	Analysis of Variance Designs	3	$5,718.75		
BRM 9203	Qualitative Research Methods	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		**$17,156.25**
YEAR 2 - 2024-2025					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2024					
BRM 9204	Regression Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9900	Doctoral Directed Study	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				**$17,156.25**

	Total Credit Hours:	**9**	**$17,156.25**		
Spring Semester 2025					
BRM 9205	Advanced Business Research Analysis	3	$5,718.75		
ACCT/IS/MGT/MKTG 9903	Dissertation Development in Business Administration	3	$5,718.75		
ACCT/IS/MGT/MKTG 900X(TBD)	Seminar in Accounting	3	$5,718.75		
	Seminar in Information Systems				
	Seminar in Management				
	Seminar in Marketing				
	Total Credit Hours:	**9**	**$17,156.25**		**$17,156.25**
YEAR 3 - 2025-2026					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**BOR Fee**	**Total Tuition**
Fall Semester 2025					
ACCT/IS/MGT/MKTG 9904	Dissertation Research	6	$11,437.50		
	Total Credit Hours:	**6**	**$11,437.50**		**$11,437.50**
Spring Semester 2026					
ACCT/IS/MGT/MKTG 9904	Dissertation Research	6	$11,437.50		
	Total Credit Hours:	**6**	**$11,437.50**		**$11,437.50**
	TOTALS	***48***	***$91,500.00***		***$91,500.00***

Notes:

1. International students need to maintain a full-time status in year 3. Full-time is defined in the graduate catalog as 9 credits. Please visit the Global Affairs division for more details. Based on discussions with the Graduate Dean, the program will request a waiver from this from the graduate school to enroll the students in 6 credits. Policy is currently under review.
2. For Y4 and Y5 – Students will be registered for six credits each in Fall and Spring. This is part of the university's continuous enrollment policy. Any revision to the policy will need to be followed. Based on discussions with the graduate dean, the program will request a waiver for summer enrollment. Appropriate tuition will be due at registration.
3. For Y4 and Y5 – If a student has completed all graduation requirements, including dissertation defense scheduling in the subsequent semester, students can request to be registered for 2 credits. Appropriate tuition will be due at registration.
4. Final oral defenses can only be done in the semester the student is registered in.
5. All of the above is subject to updates in university policy.

Tuition Matrix for Cohort 16 – Starting Fall 2024

PhD in Business Administration Tuition Fee Schedule - Cohort 16 (2024)			
Total Tuition Cost	**Remainder of Tuition**	**Program Hours**	**Credit Hour Rate**
$98,913.00	$93,913.00	48	$1,956.52
Program Deposit	**Credit hour rate: Tuition total (minus) Program Deposit (equals) Remainder of Tuition (divided by) Program Hours (equals) Credit Hour Rate**		
$5,000.00			

YEAR 1 -					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**Total Hours**	**Total Tuition**
Fall Semester					
BRM 9201	Research Methods and Basic Data Analysis	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 9001	Introduction to Research in Concentration Area	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X (TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
Spring Semester					
BRM 9202	Analysis of Variance Designs	3	$5,869.56		
BRM 9203	Qualitative Research Methods	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X(TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
YEAR 2 -					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**		**Total Tuition**
Fall Semester					
BRM 9204	Regression Analysis	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 9900	Doctoral Directed Study	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X(TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
Spring Semester					

BRM 9205	Advanced Business Research Analysis	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 9903	Dissertation Development in Business Administration	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X(TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
YEAR 3 -					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**		**Total Tuition**
Fall Semester					
ACCT/IS/MGT/MKTG/RDA 9904	Dissertation Research	6	$11,739.13	**6.00**	**$11,739.13**
Spring Semester					
ACCT/IS/MGT/MKTG/RDA 9904	Dissertation Research	6	$11,739.13	**6.00**	**$11,739.13**
			TOTALS	***48.00***	***$93,913.00***

Notes:

1. International students need to maintain a full-time status in year 3. Full-time is defined in the graduate catalog as 9 credits. Please visit the Global Affairs division for more details. Based on discussions with the Graduate Dean, the program will request a waiver from this from the graduate school to enroll the students in 6 credits. Policy is currently under review.
2. For Y4 and Y5 – Students will be registered for six credits each in Fall and Spring. This is part of the university's continuous enrollment policy. Any revision to the policy will need to be followed. Based on discussions with the graduate dean, the program will request a waiver for summer enrollment. Appropriate tuition will be due at registration.
3. For Y4 and Y5 – If a student has completed all graduation requirements, including dissertation defense scheduling in the subsequent semester, students can request to be registered for 2 credits. Appropriate tuition will be due at registration.
4. Final oral defenses can only be done in the semester the student is registered in.
5. All of the above is subject to updates in university policy.

Tuition Matrix for Cohort 17 – Starting Fall 2025

PhD in Business Administration Tuition Fee Schedule - Cohort 17 (2025)			
Total Tuition Cost	**Remainder of Tuition**	**Program Hours**	**Credit Hour Rate**
$98,913.00	$93,913.00	48	$1,956.52
Program Deposit	**Credit hour rate: Tuition total (minus) Program Deposit (equals) Remainder of Tuition (divided by) Program Hours (equals) Credit Hour Rate**		
$5,000.00			

YEAR 1 -					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**	**Total Hours**	**Total Tuition**
Fall Semester					
BRM 9201	Research Methods and Basic Data Analysis	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 9001	Introduction to Research in Concentration Area	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X (TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
Spring Semester					
BRM 9202	Analysis of Variance Designs	3	$5,869.56		
BRM 9203	Qualitative Research Methods	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X(TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
YEAR 2 -					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**		**Total Tuition**
Fall Semester					
BRM 9204	Regression Analysis	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 9900	Doctoral Directed Study	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X(TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
Spring Semester					

BRM 9205	Advanced Business Research Analysis	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 9903	Dissertation Development in Business Administration	3	$5,869.56		
ACCT/IS/MGT/MKTG/RDA 900X(TBD)	Seminar in Concentration Area	3	$5,869.56	**9.00**	**$17,608.69**
YEAR 3 -					
Course Number	**Course Name**	**Credit Hours**	**Tuition Breakdown**		**Total Tuition**
Fall Semester					
ACCT/IS/MGT/MKTG/RDA 9904	Dissertation Research	6	$11,739.13	**6.00**	**$11,739.13**
Spring Semester					
ACCT/IS/MGT/MKTG/RDA 9904	Dissertation Research	6	$11,739.13	**6.00**	**$11,739.13**
			TOTALS	***48.00***	***$93,913.00***

Notes:

1. For Y4 and Y5 – Students will be registered for six credits (full-load) each in Fall and Spring. This is part of the university's continuous enrollment policy. Any revision to the policy will need to be followed. Based on discussions with the graduate dean, the program will request a waiver for summer enrollment. Appropriate tuition will be due at registration.
2. For Y4 and Y5 – If a student has completed all graduation requirements, including dissertation defense scheduling in the subsequent semester, students can request to be registered for 2 credits. Otherwise, they will be registered for full-time as per the graduate catalog. Appropriate tuition will be due at registration.
3. Final oral defenses can only be done in the semester the student is registered in.
4. All of the above is subject to updates in university policy.