

GRADUATE HANDBOOK
FOR THE PH.D. IN BUSINESS ADMINISTRATION
STRATEGY, ENTREPRENEURSHIP, AND ORGANIZATIONS CONCENTRATION

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2. Table of Contents

3. Department Head Welcome Statement	4
4. Introduction	5
Graduate School Introduction	
Purpose of Handbook	
Graduate Student Responsibilities	
SEO Structure and Contacts	
History of Program	
5. General Duties and Responsibilities of Faculty and Graduate Students	6
6. Admission Requirements and Application Procedure	6
7. Financial Support	8
Department Assistantships	
Graduate School Assistantships and Fellowships	
Employment	
Travel Support by Department and College	
Graduate Student Travel Award	
Loans	
Veteran's Benefits	
8. Registration and Advising	9
Registration Procedures and Timelines	
Minimum Total Credit Requirements	
Incomplete Grades, Other Deadlines, and Readmission	
Continuous Enrollment Requirements	
Full Time Status	
Selection of Advisor and Advising Committee	
Dissertation Hours	
9. Degree Requirements	11
The Curriculum and Course Work	
Business Core Knowledge	
Strategy, Entrepreneurship, and Organizations Major Curriculum	
Supporting Field (Minor)	
Research Methods	
Additional Coursework	
Independent Research Project	
Admission to Candidacy	
The Dissertation	
Dissertation Committee	
Dissertation Proposal Defense	

Final Dissertation Defense	
Educational Enrichment and Socialization Activities	
Pre-Orientation and Orientation	
Seminar Series	
Faculty Mentors	
Student Mentors	
Travel and Other Professional Activities	
Other Developmental Opportunities	
Teaching and Research Responsibilities	
10. Examinations	20
Comprehensive Exams	
11. Standards, Problems, and Appeals	21
Evaluation Procedure and Frequency	
Procedure for Removal of Incomplete	
Adequate Progress Toward Degree	
Terms of Probation	
Termination from Program	
Academic Honesty	
Human Subjects	
Appeals Processes	
12. Exceptions to this Handbook	23
13. Appendix	24
Appendix A: SEO Student Progression Planning Form	
Appendix B: Pertinent Graduate Student Web Pages	
Appendix C: UT Strategy / O&S / SEO Ph.D. Recipients	
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3. Department Head Welcome Statement

Welcome to the Department of Management in the Haslam College of Business at the University of Tennessee, Knoxville.

Our department represents a wide variety of research areas including strategy, entrepreneurship, organizational behavior, and organization theory. The Strategy, Entrepreneurship, and Organizations (SEO) Ph.D. program attracts students interested in attaining the highest achievement in scholarship in these areas. During your years in our program, we hope that you forge strong faculty and student connections and collaborations which will sustain you throughout your academic career.

The SEO doctoral program is committed to high-quality scholars capable of conducting and communicating significant and original research. Through a combination of coursework, teaching, research, and enrichment experiences, you will develop the skills to be a strong researcher, instructor, and colleague. In your original research, we expect breakthrough research findings and improved management practice. Our goal is to place students in tenure track positions at peer and aspirant research universities.

Welcome again to the Department of Management and the Ph.D. concentration in Strategy, Entrepreneurship, and Organizations. Please do not hesitate to reach out to me or other faculty members if we can ever be of help during your time in the program and into your career!

Anne Smith
Department of Management
September 2017

4. Introduction

Graduate School Introduction

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

Purpose of Handbook

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

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

Graduate Student Responsibilities

“Graduate students are expected to be aware of and satisfy all regulations governing their work and study at the university.” Students are required to be familiar with the *Graduate Catalog*, *Hilltopics*, and with the information available on the Graduate School website (<http://gradschool.utk.edu/graduate-student-life/>).

SEO Structure and Contacts

The SEO Ph.D. Program Director administers the doctoral program in partnership with the other SEO faculty members. The Ph.D. Program Director is David W. Williams (dww@utk.edu; 865-974-1666). The staff support person is Glenda Hurst (ghurst@utk.edu; 865-974-4843). Members of the Ph.D. Program committee consist of all departmental faculty members who teach in the SEO Ph.D. program.

History of Program

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

Since relaunching the program in 2008, the SEO program has hosted many visiting distinguished scholars including Jay Barney, Howard Aldrich, Mike Hitt, Chuck Hofer, and many more. We also have hosted several research conferences including an SMS extension, the Mid-Atlantic Strategy Colloquium, and a JMS-sponsored conference on meta-analysis. We will also be hosting the BCERC in June 2020.

The first two students graduated from the revitalized Ph.D. program in 2011. Donde Plowman was the first Ph.D. Program Director (2007-2009), followed by Anne Smith (2009-2010), Franz Kellermanns (2010-2013), Rhonda Reger (2013-2017), and David Williams (2017-present). Starting in fall of 2017, the program was renamed to Strategy, Entrepreneurship, and Organizations (SEO) to reflect the program's increasing focus on entrepreneurship.

5. General Duties and Responsibilities of Faculty and Graduate Students

The SEO Ph.D. Program develops doctoral students for careers as researchers, instructors, and colleagues at major research universities. Course requirements include five Ph.D. seminars that cover research in strategy, entrepreneurship, and organizations. In addition, each student completes a set of research methods courses as well as courses in an outside but complementary support area (a "minor").

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

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

6. Admission Requirements and Application Procedure

For Graduate School admissions information, please see <http://gradschool.utk.edu/admissions/>. Specifics to apply to the SEO program can be found at: <https://haslam.utk.edu/organizations-strategy/phd>.

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

Normally, successful Ph.D. applicants will have:

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

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

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

7. Financial Support

Department Assistantships

The SEO Ph.D. program places heavy emphasis on the development of both research and teaching skills. Students serve as research assistants throughout the program and work closely with SEO faculty in their research efforts. Each student must serve as a teaching assistant as needed by the department and will have the opportunity to assume primary responsibility for an undergraduate class during the program. Students often begin coaching for BUAD 453 during their second year and begin teaching their own courses in their third year. Students are expected to spend 20 hours a week on their assistantships, primarily focused on research with a faculty member (or members). Students who are responsible for a course are expected to spend 10 hours a week working on research with faculty and 10 hours of week on teaching. Research assistant work is not required or expected during the summer, reading days, legal holidays or exam days, but students are expected to continue to work on research projects on which they are co-authors throughout the year. Teaching related assignments (e.g., grading for professor) should not exceed 30% of the total graduate assistantship working time over the course of the academic year and not more than 50% in a particular semester. Our intention is for students to be assigned to one to three faculty members per year and to work for several faculty members during their time in the SEO program.

A department assistantship appointment (20 hours) for students in good standing pays a stipend for twelve months and includes a waiver of tuition. The base stipend for most SEO Ph.D. students in 2017 was \$20,000 per year; this amount could change in the future years. Substantial doctoral student scholarships are also available for highly qualified candidates on a competitive basis. Students are required to pay fees. Summer teaching is often available and may be substituted for regular term teaching subject to the teaching needs of the department. Also, some faculty members are involved in individual grant research projects that require research assistants. Lastly, there may be some additional money available in the form of fellowships or department special projects.

Graduate School Assistantships and Fellowships

In addition to graduate research assistantships awarded by the Department, there are sources of financial aid available through College and University offices for both new and returning students (see: <http://gradschool.utk.edu/graduate-student-life/costs-funding/graduate-fellowships/>). A limited number of these awards are made during the spring of each year. There are also awards from both governmental and business sources for students working on their dissertations. Also, graduate students are eligible for some financial aid programs offered by the U.S. Department of Education. Contact the Office of Financial Aid for assistance with these programs (see paragraph below on financial aid).

Employment

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

Travel Support by Department and Haslam College of Business

All students who are on the program at national or regional conferences approved by the Ph.D. Program Director are eligible to apply for travel support from the Department of Management

and Haslam College of Business (HCB). Depending on the fiscal circumstances, the Department will award up to \$500 per year for student travel. The HCB will match the Department award up to \$300 if funds are available. The deadline for applying for travel support from the Department and HCB is approximately 3 weeks before the deadline to apply for the Graduate Student Travel Award (see next section). If a student is not applying for the Graduate Student Travel Award (due to missed deadline, etc.), the student may apply for travel support from the Department and College one month before the scheduled trip. See Michelle Molter, Administrative Specialist, to obtain paperwork and approval of travel support. Allow a minimum of 6 weeks to apply for international travel.

Graduate Student Travel Award

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

Travel award requests must be filed online at: <https://gss.utk.edu/travel-awards/>. Applications must be submitted by the deadlines which are typically in April (for summer semester travel), August (for fall semester travel), and November (for spring semester travel).

Loans

Students must apply through the One Stop Express Service (<http://onestop.utk.edu/loans/>) for all loan programs. Loans are typically limited to U.S. citizens and certain permanent residents.

Processing time varies from one loan program to another. All students receiving financial aid are expected to maintain satisfactory academic progress standards to remain eligible to receive aid. In addition, all students receiving federal financial aid must have a valid social security number.

Veteran's Benefits

Veterans, reservists, and widows or children of certain deceased or disabled veterans, who have been admitted to a degree program, may apply for benefits by contacting the Veterans Student Services (<http://veterans.utk.edu/>) in Room G020, Hodges Library.

8. Registration and Advising

Registration Procedures and Timelines

For first-year, incoming SEO doctoral students, the Ph.D. Program Director will identify the required courses for the fall semester for the incoming student. The student will register with the help of the SEO administrative support staff. By June 1 of each year, each second and third year student who has not completed their coursework will identify his/her plan of courses for the coming year to the Ph.D. Program Director. The Ph.D. Program Director will review and suggest changes if needed. Students are required to receive prior approval for all coursework before

enrolling in the course and must secure approval from the Ph.D. Program Director for their program of study including minor and methods courses by November of their second year. A progression checklist is provided in the Appendix.

Minimum Total Credit Requirements

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

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

Incomplete Grades, Other Deadlines, and Readmission

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

Continuous Enrollment Requirements

Departmental policy states that students must remain in residence for the first three years of the SEO Ph.D. program. Along with residency is the requirement of continuous enrollment. The student must register continuously for MGT 600 (a minimum of 3 hours) from the time the doctoral research proposal is approved, admission to candidacy is accepted, or registration for MGT 600 is begun, whichever comes first. This includes summer sessions and the semester in which the dissertation is approved and accepted by the Graduate School. A minimum total of 24 hours of MGT 600 is required before the dissertation will be accepted. A student who will not be using faculty services and/or university facilities for a period of time may request leaves of absence from dissertation research per Graduate School guidelines. The request will be considered by the Graduate School upon request of the Department Head and SEO Ph.D. Program Director. All degree requirements must be completed within 8 years of beginning the Ph.D. program.

Full Time Status

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

Selection of Advisor and Advising Committee

The Ph.D. Program Director is the advisor to each SEO student, with input by other faculty, until a dissertation advisor is selected. Once a dissertation advisor is selected, this faculty member

becomes the student's advisor. The dissertation advisor may require additional methods courses or short courses (such as those offered by CARMA) to aid in the completion of the dissertation. Students should select the dissertation advisor with whom s/he would like to work. With the dissertation advisor, a committee is formed. We encourage students to select a dissertation committee before or during the first semester of the third year.

Dissertation Hours

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

9. Degree Requirements

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

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

The Curriculum and Course Work

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

Business Core Knowledge

All Business Administration Ph.D. students must have demonstrated knowledge of business core subjects, including studies in marketing, management, finance, accounting and business policy. In addition, students may be asked to take remedial courses in mathematics and/or statistics if necessary. Students who have earned an MBA from an Association to Advance Collegiate Schools of Business (AACSB) accredited institution (or received a high grade in a course similar to the HCB's requirement) generally have met this requirement and may be allowed to waive all or most of these courses. Students who do not have a management background in industry or through academic course exposure are expected to audit the Management capstone course (BUAD 453) or

another management course approved by the SEO Ph.D. Program Director during the first fall semester of the program. This will be determined on an individual basis with approval of the Strategy, Entrepreneurship, and Organizations Ph.D. Program Director and the consensus of the Strategy, Entrepreneurship, and Organizations faculty.

Strategy, Entrepreneurship, and Organizations Major Curriculum - 5 courses, 15 credit hours

The Strategy, Entrepreneurship, and Organizations curriculum is designed to provide the student with a solid foundation regarding the theory, practice, and research methods used in Strategy, Entrepreneurship, and Organizations research. Students are expected to develop a high degree of familiarity with, and appreciation of, the many facets of Strategy, Entrepreneurship, and Organizations, including its history, current thought of the disciplines, and research traditions. In total, a minimum of 5 courses (or 15 semester hours) is required of the Strategy, Entrepreneurship, and Organizations concentration. A brief description of these five courses (as of fall 2017) is listed below:

- **MGT 617 – Seminar in Macro Organizational Behavior (3)**
Study of current theory and research in organizational behavior focused at the macro level. Attention to behavioral choice and decision making in organizations.
- **MGT 618 – Overview of Entrepreneurship Research (3)**
Survey of entrepreneurship research and theory at various levels of analysis. Includes foundational work as well as sub-fields and special topics within entrepreneurship research.
- **MGT 623 – Overview of Strategic Management (3)**
Survey of research and theory focusing on the interrelationship among strategy, structure, and performance at the organizational and industry levels. Business strategy, corporate strategy, governance, performance, environmental and industry forces, resource-based views of the firm.
- **MGT 624 – Advanced Strategy I (3)**
Examines strategic management literature that addresses managers at the apex of an organization; the cognition, behavior, and processes undertaken to form strategic direction; who is involved, their strategic actions, processes, and decision making over time; and performance/strategic outcomes.
- **MGT 625 – Advanced Strategy II (3)**
First, we will cover the economic theories that explain multi-market activity, such as TCE, RBV, organizational learning, real options, signaling and agency. Second, will survey the most relevant empirical work on M&A, strategic alliances, IPOs, venture capital and corporate venture capital investing.

Note that Special Topics and Independent Study seminars may not take the place of the seminars that are required for Strategy, Entrepreneurship, and Organizations majors. They also do not take the place of the seminars for a Strategy, Entrepreneurship, and Organizations minor. These courses offer students an opportunity to be exposed to other topics in Strategy, Entrepreneurship, and Organizations or to deepen their learning in a particular area after meeting the basic course requirements of the program. The end product of the student's courses and research projects, including literature reviews, models, and/or studies generally result in papers of publishable quality to be submitted to conference proceedings or journals.

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

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

Each student is expected to investigate course offerings across the University and develop a program of study related to his/her long-term research interests or dissertation. This program is subject to approval by the SEO Ph.D. Program Director. The minor may be taken in a related business discipline area, such as marketing, finance, or accounting. A student may also pursue content areas outside of business administration such as sociology, psychology, or economics. Students may also select a minor field to enhance a research tool area (beyond the research methods requirements of the Business Administration Ph.D. Program) such as statistics, econometrics, or qualitative methodologies. Specialized study programs may be tailored to each student's interests. For example, a student may select specific courses from a single, established discipline such as anthropology, communications, psychology, psychometrics, sociology, law, or political science. In some cases, it may be possible to select courses from two or three highly-related disciplines to construct a specialized study program. Course work should be designed to provide depth in a specialized topic and be related to a student's dissertation research.

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

Research Methods – Minimum of 7 courses, 21 credit hours

The Ph.D. program requires each student to master the tools and methods of basic and state-of-the-art research and to demonstrate competence in conducting such research. In the SEO program, the research methods core courses are designed to prepare all students for advanced research in strategic management and entrepreneurship. Other classes may be recommended or required on a case-by-case basis, considering the student's research interests. These might include courses in advanced econometrics, multivariate statistics, structural equation modeling, content analyses, mathematical modeling, grounded theory, and qualitative methods. Students without an adequate statistical background entering the program may be required to take Statistics 531, which will not count toward the Research Methods requirements. Students may also enroll in Math Boot Camp (ECON 581) offered by the Economics department (course begins August 1) before they begin their econometrics sequence. Additional specialized methods courses are offered by the

departments of economics, education, psychology, sociology, communications, agriculture, and other areas across the university.

See Appendix A for a list of methods courses commonly taken by SEO doctoral students.

Additional Coursework

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

Pedagogical Coursework

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

Independent Research Project (Summer Research Project)

A requirement of all Strategy, Entrepreneurship, and Organizations majors is an independent research project conducted after the first year of Ph.D. studies and under the direction of one member of the Strategy, Entrepreneurship, and Organizations faculty. These projects provide students with practical research experience as well as depth of knowledge in a specialized area within the Strategy, Entrepreneurship, and Organizations discipline. We expect these papers will be presented to the faculty and graduate students during a Pathways session no later than the spring of the second year. With approval of the project's faculty advisor, students are strongly encouraged to submit this project to a major academic conference (e.g., AOM, BCERC, or SMS). This project is usually designed in the spring semester of the first year, data collection is conducted during the summer between the first and second year, data analysis completed in fall semester, and final document and presentation are completed by the end of the second year. This research project must be completed before a student can sit for comprehensive exams. An SEO faculty member needs to advise this project and sign off when it is completed.

Admission to Candidacy

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

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

The Dissertation

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

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

Students are urged to take advantage of the thesis/dissertation program administered by the Graduate School (<http://gradschool.utk.edu/thesesdissertations/>). A variety of activities are provided, including thesis/dissertation workshops on a variety of subjects. The Graduate School provides a schedule of all Graduate School workshops to be held that term. For more information, contact the thesis/dissertation consultant, 111 Student Services Building, (865) 974-1337. In addition, students are urged to consult the Graduate School's information on formatting a dissertation (<http://gradschool.utk.edu/thesesdissertations/formatting/>).

Dissertation Committee

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

Serious attention should be given to the composition of the student's dissertation committee. This committee must consist of at least four members (one chairperson and three members), at least two of whom must be from the student's major field and one of whom must be from outside the department. The chairperson and two of the members must be approved by the Graduate Council to direct doctoral research (see: <http://gradschool.utk.edu/faculty-staff/graduate->

[council/credentials-committee/faculty-approved-to-direct-dissertations/](#) for a list of approved faculty). In agreement with the *Graduate Catalog*, “students are encouraged where appropriate to seek a fifth member in the field of specialization from outside the university to serve on their dissertation committee.” The student selects committee members in consultation with the dissertation advisor. It is often useful to build a committee based on the topics, methods, and other factors relevant to each student’s dissertation. As noted above, students are highly encouraged to include well-regarded outside-UTK faculty on their committee (with approval of the dissertation advisor), and this person could be a fifth committee member. Any changes in the composition of the committee must likewise be approved. Once the committee signs the research proposal, the student is guaranteed to graduate with a doctorate upon the satisfactory completion and write-up of the dissertation, even if the research fails to produce statistically significant results. For more details on selection and approval of a dissertation committee, see the *Graduate Catalog*.

Dissertation Proposal Defense

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

Final Dissertation Defense

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

Educational Enrichment and Socialization Activities

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

Pre-Orientation and Orientation

Each entering Ph.D. student will attend a program orientation conducted by the department faculty. The orientation generally includes discussion of: 1) expectations of the faculty, 2) the relationship of the degree program to an academic career, 3) a sense of the skills and values needed to become a contributor to the profession, and 4) other topics related to personal and professional development. The purpose of this orientation is to set the standards and expectations for the program and to give entering students the opportunity to become acquainted with members of the department. In

addition, all students are expected to attend new student orientations offered by the UTK Graduate School to learn about general procedures and policies that will affect their status as a student, and as a teacher if they have teaching responsibilities as a part of a graduate assistantship commitment.

Seminar Series

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

Faculty Mentors

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

Student Mentors

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

Travel and Other Professional Activities

Strategy, Entrepreneurship, and Organizations Ph.D. students are strongly encouraged to attend major annual conferences—especially the Academy of Management as well as conferences related to their field of specialty such as the Strategic Management Society and the BCERC conferences—to further their professional development. Faculty and students are also frequent participants in the Southern Management Association conference. The department will make every effort to provide partial funding for these conference trips for students whose work appears on the program at the conference. Budget constraints as determined by the Department Head will impact the amount of funds available for travel and specific policies involved that relate to student travel.

Other Developmental Opportunities

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

Teaching and Research Responsibilities

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

needs in these two areas, each student's program must be determined on an individual basis. However, some general guidelines may be stated. Students have twenty hours per week that must be assigned for teaching and/or research duties. Students are *not* to be assigned to one faculty member for the duration of their doctoral studies.

Teaching

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

The scheduling of teaching assignments is occasionally unpredictable due to variations in the department's resources and course demands from one academic year to the next. Therefore, it is impossible to guarantee specific assignments or course loads for the entire Ph.D. program. However, the following schedule is the departmental goal whenever possible. New students are expected to attend a GTA Seminar on Teaching and Learning (BUAD 610) that is conducted in May every year. In the second year in the program, Ph.D. students often begin coaching for the undergraduate capstone course (BUAD 453). It is hoped that during the later years in the program students may be able to audit, prep and teach an upper-level course. A departmental goal is to allow students time off from teaching, typically in the first and second year, to allow them greater time to concentrate on research. We also aim to provide fourth year students with flexibility in teaching schedules to provide the opportunity to participate fully in on-campus interviews during the job hunt semester. Currently, doctoral students are expected to teach no more than 5 sections across four years. Depending upon departmental teaching needs, summer school teaching may be substituted for 1-2 regular semester sections.

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

Research

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

During the first year, each student will typically be assigned as a research assistant to two to three faculty members. As such, first year students will participate in the on-going research projects of assigned faculty members, typically joining the project in the current stage of progress. The primary goal at this stage is to simply introduce the student to the research process and provide some initial hands-on experience. Data collection, cited references creation, coding of data, or library research

are tasks that a first-year SEO student may be required for RA work. SEO students will receive feedback on the quality of research assistance to faculty during their annual review. There is no expectation that students will continue working on these projects after the assigned semester is completed, although sometimes the student's contributions will merit co-authorship. Students and faculty are encouraged to discuss whether an assignment is strictly for learning purposes or if co-authorship may be earned, and how.

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

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

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

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

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

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

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

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

10. Examinations

Comprehensive Exams

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

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

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

11. Standards, Problems, and Appeals

Evaluation Procedure and Frequency

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

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

Second, the faculty will evaluate each student's progress, either via electronic means (e.g., email, electronic surveys) or in-person meetings. The faculty will evaluate each student based on their interaction with the student, as a graduate research assistant, co-author, student in their seminar, or other relevant program activity.

Third, the Ph.D. Program Director will consider each student's progress based upon a) the evaluations of SEO faculty with whom the student has worked on their research assistantship, b) the student's academic performance throughout the academic year, and c) the student's self-evaluation. The result of this formal evaluation is an assessment of the student's progress in the program and specific recommendations with respect to future management of the student's program. If necessary, the faculty will meet to develop the formal evaluation.

Finally, these recommendations will be conveyed to all students in writing before the beginning of each academic year (by July 31st). The additional first and second year student informal reviews will be conducted no later than January 1st of each year.

Procedure for Removal of Incomplete

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

Adequate Progress toward Degree

Adequate progress toward an SEO Ph.D. degree is gauged by meeting the benchmarks for continued assistantship funding. After the first year, a summer research project is undertaken. The summer research project and all SEO coursework must be completed before a student can sit for comprehensive exams. After the second year (in May or early June), comprehensive exams are taken. During the third year (preferably before the end of April), the dissertation proposal is defended. During the fourth year, the dissertation is defended and the student is credentialed.

Students will receive funding for 4 years contingent upon satisfactory progress. A fifth year is generally not funded and fifth year funding should not be expected. Based on demonstrated performance that exceeds expectations and demonstrated commitment that a fifth year of funding will enhance a student's placement at peer or aspirant universities in a tenure track position, the department head and the SEO Ph.D. Program Director may be able provide fifth year support. In no case will fifth year funding be extended if the dissertation proposal is not defended before the start of year four. Appendix A summarizes the key milestones for adequate progress.

Terms of Probation

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

Termination from Program

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

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

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

In addition, please note that the *Graduate Catalog* states that a student's continuation in the program is determined by the consideration of subjective factors as well. Consequently, the faculty will also

undertake a subjective appraisal of the student's progress and potential, including such factors as creativity, independent thinking, scholastic leadership, and the ability to conceptualize and carry out research.

Other circumstances which may cause termination from the program may include failure to make satisfactory progress toward admission to candidacy based upon successful completion of coursework, the annual review process, failure to successfully complete necessary comprehensive exam or failure to secure a dissertation committee that meets UTK Graduate School qualifications.

Academic Honesty

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

Human Subjects

Students are expected to complete all training necessary to conduct human subjects research at The University of Tennessee, Knoxville. The Institutional Review Board (IRB) maintains a number of online training courses to get certified (<http://irb.utk.edu/training/>). Failure to complete this training or conducting research without IRB approval constitutes an ethical and academic honesty violation that may lead to removal from the program. Even if the data utilized are "exempt" from detailed IRB evaluation, each must be reviewed by the IRB prior to the initiation of any data collection.

Appeals Process

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

12. Exceptions to this Handbook

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

13. Appendix

Appendix A.....SEO Student Progression Planning Form

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

Appendix C.....UT Strategy / O&S / SEO Ph.D. Recipients

Graduate School Forms may be found at: <http://gradschool.utk.edu/forms-central/>

Appendix A: SEO Student Progression Form

Ph.D. in Business Administration SEO Ph.D. Program ACADEMIC RECORD	Last Name:	First Name:	UTK ID #:							
ENTRY DATE:	Highest Degree Upon Entering Program:									
Courses	Instructor	Required?	Year 1 Fall	Year 1 Spring	Year 2 Fall	Year 2 Spring	Year 3 Fall	Year 3 Spring	Year 4 Fall	Year 4 Spring
<u>SEO Seminars</u> (5 courses, 15 hours):										
MGT 617 - Macro Organizational Behavior		yes								
MGT 618 - Overview of Entrepreneurship Research		yes								
MGT 623 - Overview of Strategic Management		yes								
MGT 624 - Advanced Strategy I		yes								
MGT 625 - Advanced Strategy II		yes								
<u>Other Required Courses (not for credit)</u>										
Database Management Course		yes								
BUAD 610 - Teaching Preparation Seminar		yes								
<u>Methods and Statistics</u> (7 courses, 21 hours):										
MARK 611 - Research Foundations		yes								

MARK 612 - Quantitative Research Methods		yes								
ECON 582 - Elements of Econometrics I		yes								
ECON 583 - Elements of Econometrics II		yes								
<i>Choice of at least 3 other statistics/methods courses from list below (with Ph.D. Program Director pre-approval):</i>										
ECON 612 - Experimental and Behavioral Economics		choice of 3								
ECON 682 - Advanced Topics in Cross-Section Econometrics		choice of 3								
ECON 683 - Time Series Econometrics		choice of 3								
EDPY 583 - Survey Research		choice of 3								
EDPY 604 - Special Topics (specifically, multi-level modeling)		choice of 3								
MARK 613 - Qualitative Research Methods		choice of 3								
MGT 627 - Structural Equation Models in Organizational Research		choice of 3								
POLS 511 - Research Design		choice of 3								
POLS 512 - Quantitative Political Analysis		choice of 3								
POLS 513 - Quantitative Political Analysis		choice of 3								
PSYC 521 - Analysis of Variance for Social Sciences		choice of 3								
PSYC 522 - Multiple Regression for Social Sciences		choice of 3								

PSYC 580 - Research Design		choice of 3									
PSYC 622 - Structural Equation Modeling for the Social Sciences		choice of 3									
SOCI 531 - Research Methods in Sociology		choice of 3									
SOCI 631 - Advanced Quantitative Methods		choice of 3									
SOCI 633 - Survey Design and Analysis											
STAT 567 - Survival Analysis		choice of 3									
STAT 573 - Design of Experiments		choice of 3									
STAT 575 - Applied Time Series		choice of 3									
STAT 578 - Categorical Data Analysis		choice of 3									
STAT 579 - Applied Multivariate Methods		choice of 3									
<u>Courses for Minor (3 courses, 9 hours):</u>											
Minor Description:			Year 1 Fall	Year 1 Spring	Year 2 Fall	Year 2 Spring	Year 3 Fall	Year 3 Spring	Year 4 Fall	Year 4 Spring	
Minor Approved by/when:											
Minor Course 1:		required									
Minor Course 2:		required									
Minor Course 3:		required									
Cumulative Graded Hours											
Cumulative Graduate GPA											
Summer Research Project											
Advising Professor											
Final Approval (by April of second year)											

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

Appendix B: Pertinent Graduate Student Web Pages

- Best Practices in Teaching, <http://gradschool.utk.edu/training-and-mentorship/bpit/>
- Center for International Education, <https://cie.utk.edu/>
- Haslam College of Business, <https://haslam.utk.edu/>
- Counseling Center, <http://counselingcenter.utk.edu/>
- Department, <http://mgt.bus.utk.edu/>
- Distressed Student Protocol, <http://dos.utk.edu/distressed-student-protocol/>
- Funding, Fellowships, Assistantships for Graduate Students, <http://gradschool.utk.edu/graduate-student-life/costs-funding/>
- Graduate and International Admissions, <http://gradschool.utk.edu/admissions/>
- Graduate Catalog, <http://tiny.utk.edu/grad-catalog>
- Graduate School, <http://gradschool.utk.edu/>
- Graduate Student Appeals Procedure, <http://gradschool.utk.edu/documents/2016/02/student-appeals-procedures.pdf>
- Graduate Student Senate, <http://gss.utk.edu/>
- Housing, <http://housing.utk.edu/>
- International House, <https://ihouse.utk.edu/>
- ITA Testing Program, <http://gradschool.utk.edu/graduate-student-life/ita-testing-program/>
- Library Website for Graduate Students, http://libguides.utk.edu/graduate?_ga=2.17599609.1520599880.1500900043-827924673.1467377461
- Office of Equity and Diversity, <http://oed.utk.edu/>
- Office of Information Technology, <http://oit.utk.edu/>
- Office of Multicultural Student Life, <http://multicultural.utk.edu/fbcc/friesonbcc/>
- Research Compliance/Research with Human Subjects, <http://research.utk.edu/compliance/>
- Student Conduct, <http://studentconduct.utk.edu/>
- Thesis/Dissertation Website, <http://gradschool.utk.edu/thesisdissertations/>
- Toolkit for Graduate Student Publishing: <http://libguides.utk.edu/gradpublishing>

Appendix C:
UT Strategy Ph.D. Recipients (*)
UT O&S and SEO Ph.D. Recipients ()**

Name	Year Entered	Year Graduated	Chair
Adams, Melville W.	1984	1990	Dudley Dewhirst
Arendall, Charles S.	1980	1986	Max Wortman
Bach, Seung	1998	2002	William Judge
Bamford, Charles E.	1993	1997	Tom Dean
Beggs, Joyce M.	1979	1985	Max Wortman
Brown, Robert L.	1990	1994	Alex Miller
Bruehl, Jeffrey R.	1987	1996	Dudley Dewhirst
Carothers, Granville H.	1984	1989	Dudley Dewhirst
Clemens, Bruce W.	1993	1997	Michael Stahl
Coffey, Betty S.	1988	1993	Alex Miller
Collins, Mark	2008	2014	Anne Smith
Dooley, Robert S.	1991	1995	Gerald Fryxell
D'Oria, Laura	2013	2017	Rhonda Reger
Douglas, Tom J.	1993	1997	William Judge
Dyer, Barbara	1989	1995	Gerald Fryxell
Fowler, Dorn M.	1991	1995	William Judge
Ford Eickhoff, Karen	2008	2012	Dennis Duchon
Gallagher, John B.	1995	1999	Alex Miller
Garsombke, Diane J.	1981	1986	Dudley Dewhirst
Handley, Thomas B.	1977	1984	Dudley Dewhirst
Hansen, Eric L.	1986	1998	Dudley Dewhirst
Hunt, Judith R.	1980	1987	Max Wortman
Jiang, David S.	2012	2016	Lane Morris
Jones, Kathryn A.	1988	1997	William Judge
Krishnan, Hema A.	1989	1993	Alex Miller
Lerner, Linda D.	1985	1990	Dudley Dewhirst
Lewis, Pamela S.	1983	1988	Max Wortman
Lubatkin, Michael H.	1977	1982	Dudley Dewhirst
Madden, Laura	2009	2013	Anne Smith
Madden, Tim	2008	2012	Anne Smith
Madison, Kristen	2010	2014	Franz Kellermanns
Matherly, Laura L.	1979	1985	Max Wortman
Mathias, Blake	2010	2014	Anne Smith
McFarland, Deborah A.	1982	1987	Max Wortman
Neeley, Cathy L.	1982	1987	Max Wortman
Neubert, Richard L.	1989	1997	Dudley Dewhirst
Payne, Terry L.	1987	1992	Michael Stahl
Pitts, Michael W.	1978	1984	Dudley Dewhirst
Ray, Joshua	2008	2011	Donde Plowman
Rogers, Patrick R.	1990	1995	Alex Miller
Rousseau, Mary Beth	2009	2013	Franz Kellermanns

Name	Year Entered	Year Graduated	Chair
Ryman, Joel	1995	1999	William Judge
Simarasl, Nastaran	2011	2016	David Williams
Singh, Harjit	1991	1995	William Judge
Smith, Adam	2008	2013	Franz Kellermanns
Spann, Mary S.	1985	1990	Alex Miller
Spitzfaden, Mark	1990	1994	Michael Stahl
Strickling, Jason A.	2012	2016	David Williams
Sullivan, Mary K.	1985	1990	Alex Miller
Thomas, Bobby F.	1975	1984	Dudley Dewhirst
Turner, Craig A.	1995	1999	Tom Dean
Turner, Kyle	2011	2015	Thomas Crook
Vryza, Maria	1994	1997	Gerald Fryxell
Wang, Jia	1988	1991	Dudley Dewhirst
Wang, Xinran (Joyce)	2013	2017	Rhonda Reger
Watson, Kerr F.	1993	1990	Max Wortman
Wheeler Jack	1995	2003	Michael Stahl
White, Thomas D.	2014	2017	Tim Munyon
Williams, Johnnie	1988	1997	William Judge
Wood, Dexter R.	1975	1979	Stanley Vance

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

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

(**) The Organizations and Strategy (O&S) Ph.D. Program was launched in Fall 2008 and renamed Strategy, Entrepreneurship, & Organizations (SEO) in Fall 2017.