

Ph.D. in BUSINESS (MARKETING)
STUDENT HANDBOOK
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SCHOOL OF MARKETING AND INTERNATIONAL BUSINESS

WATSON GRADUATE SCHOOL OF MANAGEMENT

SPEARS SCHOOL OF BUSINESS

OKLAHOMA STATE UNIVERSITY



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I. INTRODUCTION

Doctoral study represents a new educational experience, and students are faced with a large amount of complex information. This Handbook serves as a resource to help guide Marketing Ph.D. students through this experience. In this handbook, the faculty describe what is expected of graduate students from the point of admission to degree completion and provides information about the program's policies and procedures.

Doctoral education represents a highly specialized program of academic study and experiences through which students gain a deep understanding of the theoretical foundations and traditions of an academic field of inquiry. Such foundations and traditions include core theories and extant research, critical comprehension of different theoretical and methodological approaches to research, and a mastery of the existing knowledge base and its implications. Doctoral education takes place through multiple experiences including coursework, individual reading and research, involvement in projects conducted by senior scholars, participation in academic workshops and conferences, and engagement in pedagogical and professional training.

II. PROGRAM OVERVIEW

As a comprehensive research university, Oklahoma State pursues and celebrates research excellence in all academic disciplines. OSU faculty and students conduct world-class research spanning the physical, natural, and social sciences, as well as engineering, business, humanities, and the arts.

The Ph.D. in business administration program through the School of Marketing and International Business provides intensive study in marketing. It prepares the student for significant professional contributions in university research and teaching. The marketing Ph.D. program began in 1970. We have graduated over 77 individuals. Our graduate list includes two university Presidents, two college Deans, one Assistant Dean, and four department Chairs. In 2011, the program hosted the American Marketing Association Sheth Doctoral Consortium on the Stillwater campus. This is the preeminent event in the academic field of marketing and featured leading scholars and doctoral students from around the world.

In keeping with the University's research orientation, the goal of the School of Marketing and International Business faculty is to train students to advance the theory and practice of the marketing discipline. This is carried out within the structure of formal course work and through informal individual and small-group research efforts. The OSU program emphasizes personal interaction between faculty and students through activities such as a speaker series, research paper series, joint research, and social gatherings. A learning environment exists in which both students and faculty can achieve intellectual and professional career growth. The program is designed to be completed in four years. However, many students require longer than that such that the mean time to graduation is 4.75 years. The faculty places a high importance on the job market competitiveness of our graduating colleagues. Thus, individual students should consult the Ph.D. program coordinator, their dissertation chair, the Chair of the School of Marketing and International Business, and other tenure-track faculty regarding developing a vita that will maximize their opportunities on the job market.

Doctoral students are expected to participate in all research activities organized by the School of Marketing and International Business. This includes attending research talks given by our faculty, our doctoral students (your peers), visiting scholars, and applicants for faculty positions. Doctoral students are expected to produce publishable research. As described below our program requires each student to present a research paper at the end of their first and second year as well as to produce a high quality dissertation. Tangible evidence of publication success at nationally visible conference and peer reviewed journals is strongly desired and student progress is monitored. Failure to produce publishable research papers is grounds for dismissal from the program. Students are also expected to teach classes in a professional manner, maintaining decorum in the classroom and in out-of-class interactions with students. Finally, students are expected to interact with University staff in a professional and business-like manner.

III. ADMISSION REQUIREMENTS AND PROGRAM COMPONENTS

To be considered for admission, applicants to the doctoral program must complete the online application at <https://www.applyweb.com/oksugrad> including the appropriate application fees. This application must be completed by the deadlines posted on the program's website at: <https://watson.okstate.edu/mktgphd/application>.

Applications must include:

- Transcripts from previous Baccalaureate and Graduate programs. (Previous degrees can be of any major; a Master's degree is not required for admission to the Ph.D. program in Marketing).
- Score from a standardized graduate school entrance exam. The GMAT is strongly preferred, but GRE scores will be considered. The School of Marketing and International Business prefers scores that are at or above the 75th percentile with a balance between the verbal and quantitative portions of the exam.
- Recommendations from three referees.
- Current resume or curriculum vitae (as an attachment)
- Sample of writing skills such as a term paper (as an attachment)
- Statement of career goals, maximum 3 pages (as an attachment)
- International Students (students that did not graduate high school in the U.S., U.K., Australia, New Zealand, or Canada [except Quebec]) must submit a TOEFL or IELTS score with a minimum TOEFL score of 100 (iBT) including a 22 or above on the speaking portion. The equivalent IELTS score is 7.0 overall and 7.0 speaking. The submitted score must be less than two years old at the time of application.

Admission Decisions:

Admission to the program is selective. The program normally expects to admit two students each fall semester. Students are not generally admitted to start in the spring semester. Applications are evaluated by the faculty in a holistic fashion. Specific factors taken into consideration are:

- Performance on the GMAT (or GRE) examination. The faculty stresses percentile ranking rather than absolute scores.
- Undergraduate and Master's degree transcripts and GPAs.
- Motivation to conduct research including prior research projects and publications, if any.
- Potential for teaching undergraduate courses including prior teaching experience, if any.
- Business/industry experience, if any.
- Opinions of the referees.
- Faculty evaluations of submitted written work, statement of motivation, etc.

Requirements for Graduation:

Students must meet the University's residency requirements for the Ph.D. degree. Doctoral seminars are not available online, students are expected to attend class meetings in Stillwater. The Marketing Ph.D. program discourages doctoral students from taking online courses as part of their program. No financial support is available for online course fees.

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The following is necessary for graduation:

- Completion of four doctoral seminars led by tenured or tenure-track faculty from the School of Marketing and International Business.
- Completion of a plan of study before the end of the third semester.
- Completion of all necessary credit hours (described below) with satisfactory grades.
- Timely submission, presentation, and approval by the faculty of the first year paper.
- Timely submission, presentation, and approval by the faculty of the second year paper.
- Approval by the faculty of the student's performance on the comprehensive oral exam.
- Completion of a doctoral dissertation under the supervision of a faculty committee, led by a Chair on the faculty of the School of Marketing and International Business.
- Students must also meet all of the University's requirements for: a) continuing enrollment, b) enrollment during the semester of the final defense (including summer), approval of the final plan of study during the last semester, completion of for advancing the student to candidacy (after the dissertation proposal is approved), submission of the dissertation to the Graduate College, and all other necessary forms.

Important Links:

- English Language Proficiency for Admission
<http://gradcollege.okstate.edu/content/application-process-0>
- Graduate College Round-Up website link for the Plan of Study
<http://gradcollege.okstate.edu/planofstudy>

IV. DEGREE REQUIREMENTS

Students entering the program with a Master's degree (MBA or other) must complete 60 credit hours of graduate work, including the doctoral dissertation. This usually works out to a four-year program with two years of course work (including summer courses) and an additional two years to complete comprehensive exams and to research, write, and defend the dissertation.

A master's degree is not required for admission to the Ph.D. program in marketing. Students entering without a Master's degree must complete 90 credit hours of graduate work, including the doctoral dissertation; 60 hours must come from beyond the masters level (if applicable). This usually works out to a five-year program with three years of course work (including summer courses) and an additional two years to complete comprehensive exams and to research, write, and defend the dissertation.

Some students with Master's and or Bachelor's degrees from foreign countries may be classified by the Graduate College as needing 90 hours to complete the doctoral degree.

Curriculum:

Students in the Ph.D. in Marketing program usually take 9 credit hours per semester. Students are required to maintain full-time enrollment status, a minimum of 6 credit hours per semester. After successfully defending the dissertation proposal students may qualify for continuing enrollment by registering for two credit hours per semester. To complete the required course work and graduate within four years, it is usually necessary to take at least two summer courses.

Candidates are expected to have or to develop a basic competence in the major functional areas of business and in quantitative methods. Candidates who lack basic competence in any of the areas must take, on a deficiency basis, the necessary courses. The functional areas of business are defined as: marketing, economics, finance, managerial accounting, operations management, and organizational theory. Economics requires six hours of course work. Successful completion of one appropriate graduate course (5000 or 6000 level) in the other areas will normally satisfy this requirement. Students who possess a recent Master's of Business Administration accredited by the American Assembly of Collegiate Schools of Business are likely to meet these requirements. Exceptions may be made on a case-by-case basis for students with degrees from foreign universities or non-business disciplines. All candidates are expected to have completed appropriate basic courses, or to demonstrate competence by examination, in calculus and intermediate statistics.

For 60 hour programs, the Ph.D. degree in Marketing requires 42 hours of course work and a minimum of 18 hours of dissertation credit. For 90 hour programs the Ph.D. degree in Marketing requires 63 hours of course work and a minimum of 27 hours of dissertation credit.

As the major field of study, a minimum of 15 hours of course work is required in marketing or closely related disciplines. The following required Ph.D. seminars provide 9 of the 15 hours:

- Seminar in Marketing Strategy
- Seminar in Marketing Theory
- Seminar in Buyer Behavior

The remaining six hours can be taken in graduate courses that complement the student's interests.

The program requires that students complete 9 hours of coursework in supporting (minor) discipline such as management, psychology, sociology, or economics. Alternatively, the minor may be earned in an interdisciplinary field such as international business or public policy. The selection of course work requires the consent of the program committee.

All students are required to take 18 hours of course work in quantitative/research methods. Six of these hours may come from previous graduate-level work. Three specific Ph.D. seminars are required as part of the 18 hours:

- Seminar in Measurement Theory
- Advanced Marketing Research
- Structural Equations Modeling

The remaining hours of quantitative/research methods course work can be selected from various areas such as multivariate methods, survey research, experimental design, econometrics, regression analysis, structural equations modeling, and so forth.

Research Requirements:

First Year Paper:

Students are required to write and present a paper during the first year of the doctoral program. The intent of the project is to aid students in the development of skills necessary for conducting original research prior to the dissertation. The nature of the research, in terms of idea generation, conceptual development, and hypothesis development is to be determined by the student, in consultation with an appropriate faculty committee. The first year paper must be conceptual/theoretical and demonstrate the student's abilities at conceptual reasoning. Faculty involvement in the topic selection and literature targeting is encouraged, as long as the primary driver of the work at each stage is the student. The paper may or may not be extended into the second year paper and may or may not be continued into the dissertation. Data collection is neither required nor desired.

Timeline and Process:

Topic selection should take place as early as possible in the first year of the program. Students should select two faculty members to serve as readers of the paper. The faculty identified as the first reader has primary supervisory responsibility over the student's work. The core idea, proposed conceptual development must be approved by the first reader. The first readers may or may not be part of the student's program committee (or eventual dissertation committee). The members of the committee are encouraged to give feedback and general direction to the student, but are not allowed to aid in the development of the core idea (i.e., the idea must come from the student) or edit/write any component of the manuscript. The manuscript should closely follow the style of one of the field's professional journals (e.g., Journal of Consumer Research, Journal of Marketing, etc.).

The final due date for the first year paper is the first Monday in April by 5:00 P.M (CDT). This is a "hard" due date. Any exception for submission beyond the due date must be approved by the Ph.D. coordinator or Chair of the School of Marketing and International Business. Failure to submit the first year paper by the required due date will be grounds for dismissal from the doctoral program.

Oral Presentation:

In addition to the written document, students are required to prepare an oral presentation of the paper. The paper will be formally presented to the faculty. The oral presentation must be accomplished on or before the last Friday of the third week in April.

Evaluation:

Both the written report and oral presentation will be open for evaluation from all faculty. The written and oral components will be evaluated as a whole. The first year paper will serve as part of an overall review of *the student's suitability for, and progress in, the doctoral program.*

Second Year Paper/Comprehensive Exam:

Students are required to engage in an independent research project during the second year of their program. Students must identify a two-person committee (first and second readers) to supervise their research project. After identifying a topic and the advisor, the student must submit a one- to two-page proposal to be approved by the advisor. The research paper should be a written piece of original empirical research. The research may be done jointly with faculty; however, the student must make clear and significant contributions to all phases of the project. The aim is to create a paper that can potentially be published in a high-quality research journal. See Appendix B for faculty expectations regarding the second year paper.

Timeline and Process:

Topic selection should take place during the summer semester of the first year of the program. At this time, students should select a two person committee to oversee the entire process. The core idea, proposed conceptual development and proposed methodology must be approved by the student's selected committee. The committee members may or may not be part of the student's program committee (or eventual dissertation committee). Students are expected to work on conceptual development and data collection during the summer of the first year and fall of the second year, with final writing taking place during the spring semester of the second year. The committee should advise the student of the importance of following IRB protocol throughout the stages of data collection and analysis. Ideally, the length of the final manuscript will be between 30 and 50 pages. The nature of the manuscript should closely parallel the form of a manuscript submitted to one of the field's professional journals (e.g., Journal of Consumer Research, Journal of Marketing, etc.).

The final due date for the second year paper is the first Friday in April by 5:00 P.M. (CDT) during the second semester of the second year. This is a "hard" due date, and any exception for submission beyond the due date must be approved by the student's second year paper committee at least 30 days prior to the deadline. Failure to submit the second year paper by the required due date will be grounds for dismissal from the doctoral program. Doctoral students may submit the second year paper before the April deadline. See Appendix B for faculty expectations regarding the second year paper.

Oral Presentation:

In addition to the written document, students are required to prepare an oral presentation of the second year project. The paper will be formally presented to the department at a time that is conducive to faculty attendance. The oral presentation must be accomplished on or before the last Friday in April of the spring semester of the student's second year. The main focus of the presentation will be upon the work

conducted in association with the second year paper. See Appendix B for faculty expectations regarding the second year presentation and oral examination.

Oral Examination:

The assembled faculty will orally examine the student for knowledge of theories and published findings related to the area of inquiry. Each student, in collaboration with his/her committee, is also required to designate a specific research area of interest before the presentation. The designated research area should encompass domains that are clearly and logically tied to the primary field of inquiry within the second year paper. As such, a student's knowledge may be tested in relation to appropriate alternative theoretical perspectives that may inform/affect the phenomenon of interest, with questions not being limited to only the specific model being investigated. See Appendix B for faculty expectations regarding the second year presentation and oral examination.

Evaluation:

Both the written manuscript and oral presentation will be open for evaluation from all faculty. The written and oral components will be evaluated as a whole, with no committee/faculty feedback being provided between the submission of the second year paper and the date of presentation. Each faculty member who chooses to vote will cast a vote of either "pass" or "fail" based upon an overall evaluation of both components. The opinion of the majority of the voting faculty will represent the student's overall evaluation of pass or fail. A "pass" requires a majority of the voting faculty approving the student (i.e., a tie will result in a "fail"). If the student is judged to have failed the second year paper, the faculty will determine whether the student will be asked to conduct a major revision of the current topic, or to select a new topic and begin the process again. In either scenario, the initial attempt will be recorded as a "fail." In the case of a major revision, the revised paper will be due no earlier than the last Friday of September of the fall semester of the student's third year. The revised paper must again be formally presented, with faculty evaluation of both the revised manuscript and oral presentation taking place. If the student is required to select a new topic, the student will be asked to begin the second year paper process again during the summer of the second year and fall of the third year, with a final due date for the written paper of the first Friday in April the following spring semester (beginning the process anew may include the selection of a new committee, at the student's discretion). A failing score on the second attempt, whether as a revision of the initial topic or as a new topic, will result in dismissal from the doctoral program.

Doctoral Dissertation:

The completed dissertation represents the culmination of a period of intensive research. As such, the first phase of the dissertation involves the development of a formal written dissertation proposal that is defended orally before the dissertation committee in an open meeting. Following approval of the proposal, the research is conducted and the dissertation is written. After the dissertation proposal is accepted by the dissertation committee, the student is advanced to candidacy. Upon completion of the required forms to the graduate college, the student is eligible to maintain enrollment with two credit hours per semester.

This second phase is marked by extensive interaction between the Ph.D. candidate, the dissertation chairperson, and the dissertation committee. The final phase involves a defense of the dissertation before the marketing faculty in an open meeting. The dissertation is not complete until all required forms have signed by all parties and these forms with the completed dissertation have been accepted by the Graduate College.

Dissertation committees must include a Chair from the Faculty of the School of Marketing and International Business who is a member of the Graduate Faculty. Committees must also include one outside member, i.e. a member of the OSU Graduate Faculty who is not on the Faculty of the School of Marketing and International Business. The outside member's primary function is to ensure that the committee's actions regarding the student's dissertation are just.

For the purposes of the dissertation proposal and dissertation final defense, an open meeting is one in which any faculty member of Oklahoma State University may attend and ask questions. Decisions are taken by the Dissertation Committee under a one person-one vote rule. All members of the committee must vote. Committee members may attend the proposal and defense via electronic means. The committee is free to consider the advice rendered by the assembled faculty.

Important Links:

- Graduate College Academic Calendar
<http://gradcollege.okstate.edu/graduate-college-academic-calendar>
- Forms
<http://gradcollege.okstate.edu/FormsPage>
- Thesis/Dissertation Templates:
<http://gradcollege.okstate.edu/content/thesis-and-dissertation-templates>
- Best Practices: Advisory Committees and Defenses
<https://gradcollege.okstate.edu/best-practices>

V. SELECTION OF DISSERTATION RESEARCH ADVISOR AND ADVISORY COMMITTEES

The selection of Dissertation Chair is a key milestone for doctoral students. In the School of Marketing and International Business, selection of the Chair is a process that begins early.

Students will need to form an initial advisory committee for the program of study. For students early in the program the Chair of the program committee will likely be either the Ph.D. program coordinator or another tenured faculty member who agrees to serve. Working closely with the program committee chair, the student will invite other faculty within the School of Marketing and International Business to serve on the program committee. It is important for students to realize that the members of this committee, including the chair, can be changed as the students grows more experienced with the faculty and more sure of their area of interest.

All students will be matched to a faculty member who is charged with supervising their first-year research. Typically, this faculty member is also the first reader on the First Year paper. The Ph.D. coordinator plays a key role in matching students with faculty based on: the student's interest, the faculty's interests, the faculty's workload and commitments to other doctoral students, among other things.

As students progress in the program, they will have the opportunity to meet and interact with other faculty members. Also, it often happens that as the result of experience in the program the student's interests change. Students are free to request assignment to another faculty member. Reassignment is contingent on the requested faculty member's willingness and ability to serve.

The student has a great deal of input into the selection of the first reader for the second year paper. The first reader may be the same as on the first year paper or not. The first reader may continue working with the student and become the Dissertation Chair. The student should work closely with the Ph.D. coordinator to affect these changes.

The student is free to reach an agreement with any School of Marketing and International Business faculty member who is a listed faculty of the Graduate College to serve as the Dissertation Chair. In the School of Marketing and International Business it is normally the case that the Dissertation Chair is the principle Advisor to the student regarding the dissertation research. Working closely with the Dissertation Chair, the remainder of the advisory committee should be selected/invited to serve until the committee has the required membership. It also expected that the Chair will operate with the advice and cooperation of the Dissertation Advisory Committee. The Dissertation Chair and the members of the Dissertation Advisory Committee need not be the same as on the Initial Program Committee. Students may need to complete change of committee forms with the Graduate College. Both the candidate and the Dissertation Chair are encouraged to read about their respective roles at: <https://gradcollege.okstate.edu/best-practices>

Student's Research Advisor Leaves the Institution:

Should a student's Research Advisor leave OSU before the student completes his/her degree, the following steps may be taken after consultation with the Research Advisor and Graduate Program Coordinator:

1) For a doctoral candidate who need only complete their research project to finish the degree, the student may complete the research project under the direction of the original Research Advisor. If the Advisor is also the Chair of the student's Advisory Committee, a new Chair would be appointed. The original

Research Advisor can continue as a member of OSU's Graduate Faculty, participate in the student's thesis/dissertation defense, and fulfill his/her obligations to the student.

2) For a doctoral student (defined as not having met the requirements for doctoral candidacy) who is in the early stages of their program and research project, he/she may choose a new Advisor and start a new research project. If a student is unable to secure a new Advisor in 30 calendar days, there is no obligation on the part of the program, Graduate College or Oklahoma State University to provide a new one. Without an Advisor the student will not be eligible to continue in the graduate program.

3) A student may also attempt to transfer to the advisor's new educational institution.

Student-Advisor Relationship:

If it is determined that a graduate student and Advisor can no longer work together, and all efforts for conflict resolution within the program have been exhausted, it is the responsibility of the student to identify a new Advisor or change to another degree option or program. The Graduate Program Coordinator can assist with this process, but Oklahoma State University is under no obligation to provide the student a new Advisor. If a new Advisor cannot be identified in 30 calendar days, the student will no longer be eligible to continue in the graduate program.

Important Links:

- Graduate Faculty Database:
<https://gradcollege.okstate.edu/faculty-and-staff-resources>
- Oklahoma State University Guidelines for Best Practices in Graduate Education
<https://gradcollege.okstate.edu/best-practices>
- Best Practices: Advisory Committees and Defenses
<https://gradcollege.okstate.edu/best-practices>

VI. DOCTORAL PROGRAM MILESTONES

First Year:

- First semester begins in August. See the Registrar's website for semester calendars.
- Read the New Graduate Student Handbook.
- Read the Marketing Ph.D. Program Handbook.
- Orientation. The Program Coordinator will schedule an orientation session.
- All first year students will be matched with a faculty member who will supervise the student's research year and serve as first reader on the first year paper.
- Responsible Conduct of Research. All Ph.D. students must complete the required University training in the ethical and responsible conduct of research. Please see the following <http://compliance.okstate.edu/rcr/rcr-index> and <http://compliance.okstate.edu/rcr/training>.
- Human Subjects Research Training. All Ph.D. students must complete the required University training in the protection of human subjects. Please see the following: <http://compliance.okstate.edu/irb/training-and-education>.
- All doctoral students are required to take the University training for Title 9 as BOTH students and instructors. See <https://studentaffairs.okstate.edu/titlenine> for the student training. Instructor training is scheduled separately.
- ITA Test. Unless you can show you a) graduated from high school in Australia, Canada (except for Quebec), New Zealand, the United Kingdom of Great Britain and Northern Ireland, or the United States or b) achieved a speaking score on the iBT of 26 or higher, you must take the ITA test. The test is administered during the break between fall and spring terms and costs \$45.

First Year Paper:

- Paper is due no later than 5pm (CDT) on the first Monday in April.
- Presentation must occur no later than 5pm (CDT) by Friday of the third week in April.
- The School's policy is in this Handbook and is posted on the Current Students page of our website.
- First year paper serves as launch point for evaluation of the student's suitability for, and progress in, the doctoral program.

Teaching:

All doctoral students in our Ph.D. program are expected to teach. Doctoral students should become familiar with:

- Academic Integrity Policy
- Syllabus Attachment
- Summary of Academic Policies
- Pre-Finals Week Policy
- Finals Examination Policy
- Exam Overload Policy

Second Year:

Plan of Study:

A plan of study must be completed and submitted to the Graduate College prior to completing your third semester. The plan of study can be filed online at the Graduate College's Plan of Study Forms webpage. The School of Marketing and International Business has developed a spreadsheet app to help you with your plan of study, it is available on the Current Students page of our website. The Ph.D. Coordinator is available to provide advice. A program committee of four faculty members is required. The Chair may be the Ph.D. Coordinator or any faculty member who is a member of the Graduate College. The Program Committee may be completely different than the Dissertation Committee.

Second Year Paper/Qualifying Exam:

- Paper is due no later than 5pm (CDT) on the first Friday in April.
- Presentation and oral defense must occur no later than 5pm (CDT) by Friday of the fourth week in April.
- Students must pass the Qualifying Exam to advance to candidacy and begin working on the dissertation.
- The School's policy is in this Handbook and is posted on the Current Students page of our website.

Third Year:

Proposal Defense:

Students are expected to prepare their dissertation proposal during the third year. The proposal defense is normally expected in the late spring. The faculty strongly recommends completing the proposal defense prior to the end of May of the third year so that the candidate can focus on the job market.

Job Market:

The principal focus of the job market in the discipline is the American Marketing Associations' Summer Educator's Conference held in early August of each year.

- Make sure to enroll in the American Marketing Association list serve ELMAR to receive job postings.
- Consider registering for the AMA's placement service.
- Application packages are generally mailed in the last week of June of the first week of July.
- Mock interviews are conducted by the faculty for job seekers.
- A good resource for job seekers is at <http://marketingphdjobs.org/>

Fourth Year:

- Attend AMA Summer Educator's Conference and interview for jobs.
- Gather data and complete the dissertation.
- Travel for on-campus interviews and accept an offer.
- Final dissertation defense should occur prior to leaving Stillwater for your new job.

VII. PROGRAM POLICIES: ACADEMIC AND PROFESSIONAL PERFORMANCE

Annual Review Process:

Students will be reviewed annually for their progress in the program. At the end of each spring semester the Ph.D. coordinator will issue a call for vitae. At the end of each spring semester the Ph.D. coordinator will review the academic transcript of each student. Further, the Ph.D. coordinator may solicit input and feedback from faculty that have had working relationships with the students. The results of the information collected will be considered in the faculty's evaluations of the first- and second-year paper presentations.

Satisfactory performance is generally understood to mean grades of B or higher in all coursework, active research program as indicated by working papers, brown bag presentations, conference submissions, conference presentations, peer-reviewed journal submissions, and accepted/published papers in peer-reviewed journals, and adequate teaching performance as substantiated by student evaluations of instruction, teaching awards, etc.

Students will normally receive guidance from their faculty advisor/dissertation chair. However, students that are underperforming expectations will be given specific counseling by the Ph.D. coordinator. In severe cases, the counseling may also involve the dissertation chair and or the Chair of the School of Marketing and International Business.

Student files:

The Ph.D. coordinator maintains files on each student. These files include the following documents:

- Retained application materials.
- Copy of the letter offering financial support with the student's signature.
- Copies of the student's vita usually collected annually.
- Copies of any nomination or award documents.
- Copies of the first- and second-year papers.
- Copies of the similarity scores from plagiarism analysis of the first- and second-year papers.
- Copies of any other important communications or documents concerning the student; e.g. documents relating to visa status, financial status, etc.

Withdrawal of Financial Support and Dismissal:

Students can have their financial support withdrawn and be dismissed from the Ph.D. program in Marketing for any one or more of the following:

- Failure to fulfill their responsibilities as a teacher.
- Recorded grade of F in any graduate course.
- Recorded grade of C in 1) any two of the four required marketing seminars, 2) any three graduate courses.
- Overall assessment by the faculty that 1) the first year paper grade is fail and 2) that student demonstrates a poor fit with doctoral program.
- Failing the second year paper/oral comprehensive exam twice.
- Failure to conduct research and produce publishable papers.
- Failure to treat faculty, colleagues, peers, students, staff, administrators, supervisors, and subordinates in a respectful and professional manner.

- Demonstrating an inadequate fit with the requirements/expectations of a Professor of Marketing.
- Violating expectations regarding academic integrity, intellectual property, treatment of human subjects in research, or conducting research in a responsible manner.

Students may appeal the decision involving their course grades, academic integrity violations, or withdrawal of financial support. See section X below.

Leave of Absence:

On occasion students have life circumstances that disrupt their progress towards the degree. Such periods include personal illness, death of a close relative, pregnancy, as well as other unforeseeable circumstances. The Chair of the School of Marketing and International Business and Ph.D. Coordinator maintain a supportive environment and strongly desire that the entire School work with our students to help them through these disruptive periods.

However, students should be aware of the Graduate College Leave of Absence Policy which can be used to “stop the clock” on degree progress, thus allowing the time needed to overcome disruptive circumstances. Given circumstances, the Ph.D. Coordinator and or the Chair of the School of Marketing and International Business may recommend students utilize the leave of absence. The leave of absence is considered a non-punitive action designed to give the student the maximum possibilities of achieving their personal and professional goals in our program.

Important Links:

- Academic Calendar:
<https://gradcollege.okstate.edu/graduate-college-academic-calendar>
- Graduate Student Appeals:
<https://gradcollege.okstate.edu/content/appeals-policy>
- Leave of Absence Policy:
<https://gradcollege.okstate.edu/leave-of-absence-policy>

VIII. PROGRAM POLICIES: INTEGRITY IN RESEARCH AND CREATIVE ACTIVITIES

Students in the Ph.D. Program in Business (Marketing) are expected to maintain the highest level of personal and professional integrity.

All students are required to do the following:

- Attend the Program's Orientation for new doctoral students. Part of this orientation specifically addresses ethics and professional standards of conduct.
- Become familiar with the University's Academic Integrity Policy.
<http://academicintegrity.okstate.edu/content/academic-integrity-resources>
- All Ph.D. students in the Spears School of Business are required to complete the Responsible Conduct of Research (RCR) training provided by the University during their first year of study. See the related links below.
- All Ph.D. students in the Marketing program are required to complete the University's Human Subjects Training during their first semester. See the related links below.

As part of the Spears School of Business AACSB accreditation process, all papers submitted by doctoral students will be submitted to a plagiarism detection software. Violations of Human Subjects protocols, academic integrity standards, or conducting research in an irresponsible way can lead to dismissal from the program. In some cases, this may be after a single incident. In such instances, the student will be informed by the program of the intent to dismiss and their right for due process and to appeal. If a student appeals the decision to dismiss, s/he must be allowed to maintain enrollment and continue working toward the graduate degree in the same manner as any other graduate student in the program during the appeals process. Continued enrollment is not required to appeal. Once the decision of the appropriate appeals panel is made, it will be final.

Important Links:

- Responsible Conduct in Research Overview: <http://compliance.okstate.edu/rcr/rcr-index>
- RCR Core Subject Areas: <http://compliance.okstate.edu/rcr/core-subject-areas>
- RCR Training: <http://compliance.okstate.edu/rcr/training>
- RCR Policy:
<https://stillwater.sharepoint.okstate.edu/Policies/Shared%20Documents/Requirements%20for%20Training%20in%20the%20Responsible%20Conduct%20of%20Research.pdf>
- Appropriate Use of Human Subjects in Research: <http://compliance.okstate.edu/irb/irb-index>
- Appropriate Use of Animals in Research: <http://compliance.okstate.edu/iacuc/iacuc-index>
- Biosafety Program: <http://compliance.okstate.edu/ibc/ibc-index>
- Radiation Safety Program: <http://compliance.okstate.edu/rso/rso-index>
- Laser Safety Program: <http://compliance.okstate.edu/lso/lso-index>

IX. STUDENT CONDUCT AND CONFLICT RESOLUTION

Because our doctoral program is built on mentorship oriented toward creating long-term productive research relationships, conflict between individuals is infrequent and rarely serious. It is the responsibility of each individual involved in the doctoral program to their best to maintain cordial and positive relationships with all other individuals. In the experience of this School and this program, the best way to achieve this goal is to maintain maximum clarity and transparency in all relationships.

However, as stated above, the School of Marketing and International Business has explicit expectations for professional student conduct. Part of this expectation is for business-like behavior that is calm and compassionate conflict resolution between a graduate student and their peers, their advisor, or their advisory committee. The faculty advisory-graduate student relationship is deemed so important that these conflicts must be resolved as soon as possible. Students with concerns should immediately discuss their situation with either the Program Coordinator or the Chair of the School of Marketing and International Business.

The first step in the conflict resolution process is for the Program Coordinator or the Chair to mediate the conflict and attempt to restore balance to the relationship.

If the Program Coordinator working alone is unable to successfully mediate the conflict, then the Coordinator must ask the Chair to intercede.

If mediation fails, the Program Coordinator and the Chair will work to modify the environment to help reduce and hopefully alleviate concerns. Such actions may or may not include reassigning offices, reassigning advisors or committee members, or assisting the student in locating an alternative doctoral program.

Important Links:

- Student Code of Conduct: <https://studentconduct.okstate.edu/code>
- Graduate Student Appeals Policy:
http://gradcollege.okstate.edu/sites/default/files/appeals_policy.pdf

X. APPEALS PROCESS

At Oklahoma State University, all students have the right to appeal grades received in OSU courses. Students should first voice their concerns about the grade or the grading process to the course instructor. If the student is still concerned about the grade assigned in the course, the next step is to appeal to the Chair of the School of Marketing and International Business. The Chair will try to mediate the grade dispute. Failing that, the Chair will explain to the students how to appeal the grade through the University's grade appeal process.

Actions taken under the University's Academic Integrity policy may be appealed through the academic integrity appeal process. This process will be explained to the student during the academic integrity violation resolution meeting. More information is available

The actions taken by the School regarding a student's status in the doctoral program must be appealed in a timely manner. The process is as follows:

- Within five business days of the action, the student must inform the Marketing Program Ph.D. coordinator that they wish to appeal. This notification must be made in writing or by email. Oral notification is not sufficient.
- Upon notification, the Ph.D. coordinator will convene, within five business days of the notification, an appeals panel consisting of the School of Marketing and International Business Graduate Program Committee. The panel will consist of a minimum of three members. If committee members are not available in the required time frames, the Ph.D. Coordinator will find suitable replacements from the Graduate Faculty.
- Decisions made by the program appeals panel may be appealed to the Chair of the School of Marketing and International Business. The appealing student should schedule a meeting with the Chair. This meeting should take place within five business days of the appeals panel meeting.
- If the previous two steps in the appeal process do not satisfactorily resolve the student's concerns, the student may appeal to the *Dean of the Graduate College*. See the link for the Graduate College Appeals process below.

Important Links:

- Graduate College Best Practices in Graduate Education
<https://gradcollege.okstate.edu/best-practices>
- Graduate Student Appeals Policy:
<http://gradcollege.okstate.edu/content/appeals-policy>
- Grade Appeals Policy:
<https://academicaffairs.okstate.edu/content/grade-appeals-board-policies-procedures>
- Academic Integrity Policy:
<http://academicintegrity.okstate.edu/>
- Student Conduct:
<https://studentconduct.okstate.edu/code>

XI. ASSISTANTSHIP AND FELLOWSHIP POLICIES

The faculty of the School of Marketing and International Business has adopted a mentorship philosophy for our Ph.D. students. We view Ph.D. students as “junior colleagues”. Accordingly, our program is small and students are selected through a competitive hiring process. We generally have between 8 and 10 students and anticipate admitting only 2 students each year. With very few exceptions, admitted students are offered financial support including a position as a Graduate Teaching Assistant or Graduate Research Assistant. As outlined in the letter offering financial support, these positions are renewed annually conditional on acceptable performance by the Ph.D. student. Students must fulfill the requirements of their offer letter including maintaining full enrollment. Additionally, students must complete their GSSI tuition waiver forms before the start of each summer and fall semester—see the link below. Financial support is specifically outlined in the student’s offer letter but generally these letters include:

- Monthly stipend for the nine-month academic year.
- Summer stipend for either teaching or research.
- Tuition waivers for the required number of hours in the student’s program.
- Health insurance for the student paid for by the Graduate College.

Because all students admitted into the Ph.D. program are expected to teach, students must meet the University’s requirement for English language ability for instructors. Unless a student matriculated high school in the United States, The United Kingdom and Northern Ireland, Canada (excluding Quebec), Australia, or New Zealand a TOEFL or IELTS score must be submitted. International applicants must submit a test score with a minimum TOEFL score of 100 (iBT) including a 22 or above on the speaking portion. The equivalent IELTS score is 7.0 overall and 7.0 speaking. The submitted score must be less than two years old at the time of application.

Important Links:

- Graduate Assistantships: <http://gradcollege.okstate.edu/assistantship>
- International Teaching Assistant Test: <https://gradcollege.okstate.edu/ita>
- Fall/Spring/Summer Enrollment Guidelines: <https://gradcollege.okstate.edu/enrollment>
- Student Health Insurance: <http://uhs.okstate.edu/student-health-insurance-plan>
- Tuition Waiver Forms: <http://gradcollege.okstate.edu/FormsPage>
- GSSI Tuition Waiver Information: https://gradcollege.okstate.edu/mm04112016_R3

XII. CRITICAL SKILLS ACQUISITION:

A major skill that all Marketing faculty must develop is the ability to present complex ideas and theories in straight-forward and understandable language. Given that most of the time, Marketing Faculty are presenting these ideas to undergraduate students, MBA students, or managers the ability to present scientific findings in plain language is a valuable skill. Accordingly, doctoral students are encouraged to engage in practices that can assist them in acquiring and perfecting presentation/public speaking skills.

Students have the opportunity to, and are strongly encouraged to:

- Attend research presentations given by doctoral students, faculty, and visiting scholars.
- Present research proposals and or findings at brown bag presentations.
- Present research papers at Nationally visible academic conferences.
- Include presentations in teaching pedagogy.
- Sit in on classes taught by faculty to observe different pedagogical approaches.

Another major skill needed by doctoral students is understanding the norms and procedures of the publishing industry. Students can build the needed skills by:

- Learning how to compose papers in the style used by their target journals.
 - All students in marketing should learn Chicago style.
 - All students in marketing should become familiar with APA style.
- Students should obtain “as submitted” copies from published faculty as examples.
- Students should learn/bookmark the submission guidance for important target journals.
- Students should learn how to use text editing software spreadsheet software and presentation software to compose tables and figures.

A major skill needed for success in marketing is networking within the discipline. Students should develop the ability to:

- Attend all School of Marketing and International Business research meetings and presentations
 - Introduce yourself to faculty/guest speakers you do not know.
- Attend social functions at academic conferences.
- Contact and develop relationships with alumni of our program that share your interests.
- Join the AMA’s DocSig organization.
- Correspond with our colleagues at other Universities.

Important Links:

- 3 Minute Thesis:
<https://gradcollege.okstate.edu/content/2016-osu-3mt%C2%AE-college-competition-schedule>
- Grant Writing Courses, Seminars and Workshops:
<http://ucpd.okstate.edu/resources/writing>

XIII. TRAVEL POLICY FOR PH.D. STUDENTS

School of Marketing and International Business
Academic Conference Travel Reimbursement Policy and Procedures for Doctoral Students

Effective Oct 1st, 2019

To the extent the School has available funds, doctoral students/candidates may request funding for travel to and from academic conferences that have national visibility.

Academic Conferences with National Visibility

American Marketing Association Summer Educator's Conference (Early-August)
American Marketing Association Winter Educator's Conference (Mid-February)
Association for Consumer Research, North America (Mid-October)
Academy of Marketing Science, Annual Conference (Mid- to late-May).

All conferences not listed above require approval of the Ph.D. Program Coordinator and the Chair of School.

Funding Levels and Limitations.

The Department will reimburse doctoral student travel up to a maximum of \$3000.00 for travel to academic conferences during their program of study. Doctoral students should manage their allocation carefully to ensure they get maximum effect. Qualifying expenses are:

- Conference registration fee (requires receipt and conference program).
- Room up to 50% of the rate at the conference hotel (requires receipt with \$0 balance).
- Roundtrip airfare from Stillwater (must use www.concursolutions.com in accordance with University Travel policy).
- Roundtrip shuttle bus fare (or other transportation services) from airport to the hotel (requires receipts).
- Per Diem

Limitations:

- During their doctoral program, students can only receive funding up to the maximum level.
- The \$3000 maximum does not include the Robert Mittelstaedt Doctoral Symposium (Nebraska) or the American Marketing Association (AMA)-Sheth Foundation Doctoral Consortium, which are paid for by the Department.
- Generally, funding is contingent on acceptance of a submitted manuscript to be published in the conference proceedings in either in its entirety or in abstract form. Submitted papers must include a faculty co-author who has approved of the submission in advance or have received approval from the Ph.D. Coordinator prior to initial submission.

- One of the trips should be the AMA Summer Educator's Conference when the candidate is on the job market. No paper is required for this conference. This is will be the last conference trip for which the candidate will receive reimbursement from the Department.
- Automatic funding only applies for travel to conferences in the 48 continental states plus the District of Columbia. Travel to international locations requires approval by the Ph.D. Coordinator and the Chair of the School of Marketing and International Business.

Other issues regarding travel funding.

- To keep conference fees to a minimum, students should buy student memberships in the relevant association and register for conferences by the early bird deadline. However, membership fees are not reimbursable.
- Students should apply for alternative funding. Many of the national conference associations have travel grant programs. The OSU GPSA also has a program for helping fund conference travel.

Process for obtaining travel funding

Obtain concurrence from your faculty co-author or permission from the Ph.D. Coordinator to submit your manuscript to the conference.

Upon receiving acceptance from the conference organizers or being notified that they will be traveling to the Nebraska Symposium or the Sheth Doctoral Consortium, doctoral students should complete and submit a travel request form available from the Department's unit assistant. A copy of the acceptance should be attached to the travel request form.

The travel request form should be submitted as early as possible since it will take time to get through the approval process.

You do not have to actually buy anything prior to submitting the travel request form. The unit assistant will verify that the student is within the funding limit, and obtain approval for the funding from the administrative chain of command.

Once the funding request is approved the student may make their necessary travel arrangements supplying the unit assistant with all required documentation for reimbursement. Receipts must be provided for all expenses except meals.

Posters

Expenses for printing posters or other displays for conferences is an *administrative expense*, not a travel expense. Reimbursement for poster expenses should proceed as follows:

- Posters should be printed internally through the Spears School of Business Marketing and Communications office. Allow reasonable lead-time for printing.

- For posters pertaining to faculty co-authored submissions, expenses should run through the faculty member. If external printing is used, regular University purchasing practices must be followed including filling out purchase orders and approval from the Chair.
- For posters pertaining to submissions not co-authored with Department Faculty, the student should work with the Ph.D. coordinator to identify printing services, get the purchase order completed, approved, and submitted.

If posters are printed and paid for by the student without prior approval, expense reimbursement will generally be impossible. Appeals for exceptions are submitted to the Chair of the School.

XIV. SCHOOL/COLLEGE/UNIVERSITY RESOURCES

School of Marketing and International Business:

- Marketing Ph.D. Website: <https://watson.okstate.edu/mktgphd/>
- Marketing Ph.D. Coordinator: Business 312.

Marketing Field:

- American Marketing Association (AMA): <https://www.ama.org/Pages/default.aspx>
- AMA's Special Interest Group for Marketing Doctoral Students: <http://docsig.org/>
- Association for Consumer Research: <http://www.acrwebsite.org/>
- Academy of Marketing Science: <http://www.ams-web.org/>
- Marketing List Serve – ELMAR: <http://ama-academics.communityzero.com/elmar?go=6079113>
- ACR List Serve: <https://spears.okstate.edu/chakraborty/acr-1/>

Spears School of Business:

- Watson Graduate School of Management: <https://watson.okstate.edu/>
- Spears School of Business Behavioral Lab: <https://spears.okstate.edu/behlab/>
- Qualtrics Data Collection Software: <https://spears.okstate.edu/qualtrics/>

Graduate College:

- Graduate College: <http://gradcollege.okstate.edu/>
- OSU Catalog: <https://registrar.okstate.edu/University-Catalog>
- Academic Calendar: <https://gradcollege.okstate.edu/graduate-college-academic-calendar>
- Fall/Spring/Summer Enrollment Guidelines: <https://gradcollege.okstate.edu/enrollment>
- Graduate Assistantships: <http://gradcollege.okstate.edu/assistantship>
- Graduate College Academic Calendar: <http://gradcollege.okstate.edu/graduate-college-academic-calendar>
- Graduate Degree/Certificate Programs: <http://gradcollege.okstate.edu/degree>
- Graduate Faculty Database: <https://gradcollege.okstate.edu/faculty-and-staff-resources>
- Graduate Student Appeals Policy: <http://gradcollege.okstate.edu/content/appeals-policy>
- Graduate and Professional Student Government Association (GPSGA): <http://temp-gpsga.okstate.edu/content/resources>
- Graduate College Forms: <http://gradcollege.okstate.edu/FormsPage>
- Graduate Student Appeals: <https://gradcollege.okstate.edu/content/appeals-policy>
- Graduation Checklist (Doctoral Degree): <http://gradcollege.okstate.edu/doctoral-checklist>
- Graduation Checklist (Master's Degree): <http://gradcollege.okstate.edu/masters-checklist>
- International Teaching Assistant Test: <https://gradcollege.okstate.edu/ita>
- Leave of Absence Policy: <https://gradcollege.okstate.edu/leave-of-absence-policy>
- OSU Guidelines for Best Practices in Graduate Education: <http://gradcollege.okstate.edu/bestpractices>
- OSU Best Practices: Advisory Committees and Defenses: <https://gradcollege.okstate.edu/best-practices>
- Test of English Language Proficiency: <http://gradcollege.okstate.edu/telp>

University:

- Career Services: <http://www.hireosugrads.com/StudentsAlumni/>
- Edmon Low Library: <http://www.library.okstate.edu/>
- Family Resource Center: <http://www.reslife.okstate.edu/frc/>
- Health Insurance (Student): <http://uhs.okstate.edu/student-health-insurance-plan>

- Information Technology: <http://www.it.okstate.edu/>
- Institute for Teaching and Learning Excellence: <http://itle.okstate.edu/>
- International Student and Scholars Office: <http://iss.okstate.edu/>
- International Students Arrival and Orientation: <http://iss.okstate.edu/arrival-orientation>
- Office of Multicultural Affairs: <http://icae.okstate.edu/>
- OSU High Performance Computing Center: <http://hpc.it.okstate.edu/>
- OSU Writing Center: <http://osuwritingcenter.okstate.edu/>
- Residential Life: <http://www.reslife.okstate.edu/>
- Responsible Conduct Research Training: <http://compliance.okstate.edu/rcr/training>
- OSU Research Compliance:
 - Appropriate Use of Human Subjects in Research: <http://compliance.okstate.edu/irb/irb-index>
 - Appropriate Use of Animals in Research: <http://compliance.okstate.edu/iacuc/iacuc-index>
 - Biosafety Program: <http://compliance.okstate.edu/ibc/ibc-index>
 - Radiation Safety Program: <http://compliance.okstate.edu/rso/rso-index>
 - Laser Safety Program: <http://compliance.okstate.edu/lso/lso-index>

- Seretean Wellness Center: <http://wellness.okstate.edu/>
- Services for Students with Disabilities: <http://sds.okstate.edu/>
- Student Affairs: <https://studentaffairs.okstate.edu/>
- Student Code of Conduct: <https://studentconduct.okstate.edu/code>
- The OSU Student Union: <http://union.okstate.edu/>
- University Counseling Services: <http://ucs.okstate.edu/>
- University Health Services: <http://uhs.okstate.edu/>
- University Parking Services: <http://www.parking.okstate.edu/>

APPENDIX A: SURVIVAL SKILLS FOR GRADUATE STUDENTS

As described in the introduction of this handbook template, graduate school represents a new educational experience. Students are faced with a large amount of complex information and are expected to be more independent. Graduate school can be a stressful experience for students. Programs are encouraged to provide information for their students to help them not only survive but thrive in the in graduate school. A few examples are provided below. In addition to the resources that programs may have that are discipline specific, the Graduate College provides a list of resources that will be available on the graduate faculty D2L website. (Graduate faculty can access this website by logging on to D2L and changing their role from “faculty” to “student”.) Programs are encouraged to visit this website and incorporate materials into this section of their handbook.

- **UCLA Graduate School Survival Guide:** <https://grad.ucla.edu/asis/library/survivalguide.pdf>

- **PhDs.org Succeeding in Graduate School:**
 - **How to Succeed in Graduate School: A Guide for Students and Advisors**
<http://www.csee.umbc.edu/~mariedj/papers/advice.pdf>

 - **What Predicts Graduate School Success:**
<http://www.apa.org/gradpsych/2012/09/cover-success.aspx>

 - **Ten Simple Rules for Graduate Students:**
<http://chem.virginia.edu/graduate-studies/test-links-pg/how-to-succeed-as-a-graduate-student/>

 - **Your First Year in a Ph.D. Program:**
<http://chronicle.com/article/Your-First-Year-in-a-PhD/142953/>

 - **Graduate School Survival Guide:** <https://grad.ucla.edu/asis/library/survivalguide.pdf>

 - **The Successful Graduate Student: A Review of the Factors for Success:**
<http://www.aabri.com/manuscripts/10569.pdf>

- **A Brief Survival Guide for New Graduate Teaching Assistants at UNC Charlotte:**
<http://teaching.uncc.edu/learning-resources/articles-books/best-practice/teaching-research-assistants/survival-guide-new-fas>

APPENDIX B: FACULTY EXPECTATIONS FOR THE SECOND YEAR PAPER

As stated in the Second Year Paper Policy, the faculty expect that the research reported in the 2nd year paper/presentation be done jointly with faculty. Two main expectations are:

- The student must make clear and significant contributions to all phases of the project.
- The aim is to create a paper that can potentially be published in a high-quality research journal.

However, in term of the submitted manuscript, presentation, and oral exam the faculty have subsidiary expectations.

The Manuscript:

In general, the faculty demand more detail than what would normally be contained in a manuscript submitted to a peer-reviewed journal.

- The manuscript should fully transparent with respect to methods and analysis.
- If qualitative research is employed detailed information regarding data collection, coding, analysis and interpretation are required.
- Pretests should be reported in detail.
- Manipulations and primes (if used) need to be clearly presented.
- Manipulation checks should be analyzed using the full design.
- Detailed tables that report the full analysis of variance for ANOVA and regressions models (that is, source of variation, degrees of freedom, SSE, MSE, and p-values).
- Detailed figures that clearly show cell means and or slope estimates.

Presentation Requirements:

- Specify the Research Design
- Clearly present stimuli, if applicable.
- Present Measures including performance in source/published literature and performance in the reported study or studies.

Oral Exam Requirements:

- Ability to discuss the basic premises of the theory employed.
- Ability to identify important moderators and mediators in the theory employed.
- Ability to identify rival theories.
- Ability to position the current study in the literature.
- Demonstrate/discuss relevance to real world issues/stakeholders.