PhD Program in Business Administration

Handbook

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Prepared by the

PhD Program Office

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INTRODUCTION

The purpose of this handbook is to provide one place of reference for faculty and students about the internal administration and operation of the PhD program in Business Administration at the DeGroote School of Business at McMaster University.

This document is **not** intended to replicate or modify the information found in the School of Graduate Studies (SGS) Calendar (available at http://academiccalendars.romcmaster.ca/index.php?catoid=25). If there is any discrepancy between this document and the SGS Calendar, then the School of Graduate Studies Calendar shall prevail. Students and faculty are encouraged to look at the SGS Calendar for information about:

- Graduate study at McMaster
- General regulations of the School of Graduate Studies
- University regulations for the PhD degree
- Graduate fees and financial assistance
- University regulations affecting graduate students
- University services
- Fellowships, scholarships, bursaries and other awards
- University governing bodies
- Student appeals
- Degree programs (including the degree requirements of the PhD program in Business Administration)

PROGRAM OVERVIEW

The DeGroote School of Business offers a PhD program in Business Administration where students choose to focus on one of seven fields of study. The fields of study are listed below along with the disciplinary Areas they are associated with:

- Accounting – Accounting and Financial Management Services Area

- Finance – Finance & Business Economics Area

- Health Management - Health Policy and Management Area

- Information Systems – Information Systems Area

- Management of Organizational Behaviour and Human Resources – Human Resources & Management Area

- Management Science – Operations Management Area

- Marketing – Marketing Area

The **Accounting** field of study is designed to prepare students who are planning to assume an academic career in a university setting to become excellent accounting researchers and educators. The program of study provides students an exposure to issues and techniques of various research methods and designs in the context of accounting research. Typically, successful applicants will have a university degree in accounting or related fields. Applicants with other university programs of study, including economics, finance, computer science, engineering, engineering and management, and mathematics may also be qualified.

The **Finance** field is designed to prepare and graduate students with theoretical and empirical training that is required to conduct significant academic research in finance. The topics of study include, but are not limited to, the pricing of securities, investment and risk management, corporate finance, and other financial decisions of individuals and firms. This field of study is intended for individuals who are interested in the field of Finance and in a career in university teaching and research, as well as research-based careers in the financial services sector. These may include fund management and investment banking. Typically, successful applicants will have a master's degree in business administration, economics, finance, mathematics or a related field.

The **Health Management (HM)** field is concerned with a broad range of business administration issues and topics within the health care sector such as leadership, change management, strategic resources allocation, as well as economic and policy analyses. The program design exposes students to a blend of theoretical and applied content that will support them to advance their careers in education, research and senior leadership positions within the health sector. Students are encouraged to gain exposure to content from one or more of the other business administration fields. The HM field is expected to be most attractive to students who currently hold a management position in the health sector and who want the flexibility of a program that is offered on both a full and part-time basis.

The **Information Systems (IS)** field of study concerns the management, use and impact of information systems in organizations. It is a multidisciplinary field by nature and draws upon theory and research from a wide variety of disciplines such as organizational behaviour, strategy, marketing, psychology, computer science, and information science. Recognizing the breadth of the field, students are free to adopt either qualitative or quantitative approaches to their research, as appropriate. The program is intended for students with a strong background and interest in information systems and an avid interest in managerial and behavioural aspects as opposed to technical orientations. It is intended for students with a master's degree in business administration, computer science, and/or information systems.

The **Management of Organizational Behaviour and Human Resources (MOBHR)** field is broad in scope and is concerned with all aspects of the employment relationship. The field has a strong research emphasis and is designed to prepare highly motivated individuals for academic careers as scholars in Organizational Behaviour, Human Resource Management, and Industrial Relations. A major strength of the field is that students can draw on diverse faculty interests to develop a research program that suits their own objectives. It is intended for students with a master's degree in business administration or in disciplines such as psychology, economics, or sociology.

The **Management Science (MS)** field is concerned with the development and application of quantitative modeling and systematic approaches to the solution of management problems. Areas of application for these techniques include operations management, logistics, and supply chain management. The field has a strong research emphasis and is designed to prepare highly motivated and capable individuals for making significant advances in management science knowledge. It is intended for students with master's degrees in business administration or in disciplines such as mathematics, engineering, science, and computer science.

The **Marketing** field of study is designed to prepare and graduate students with a solid foundation in theoretical and empirical methodologies focusing largely on firm level research in the discipline of marketing. Doctoral students will work closely with their supervisors to conduct leading edge research in the discipline of marketing which explores the processes and mechanisms by which value is created and delivered to the customer. The current interests of the faculty span innovation, new product development, distribution channels, pricing and services. The program is designed for students who have an interest in pursuing an academic career. Typically, successful applicants will have a master's degree in business administration, economics, psychology, sociology, mathematics, statistics or engineering. Applicants from other disciplines with demonstrated competence in business management, marketing or a related field may also be considered.

PROGRAM GOVERNANCE

All academic matters pertaining to the PhD program are handled by the Areas for their respective fields. These include making recommendations for admission of new students; establishing supervisory committee members, determining program of study, and assessing progress of individual students; conducting comprehensive examinations; nominating students for scholarships; recommending changes to the field curriculum, and dealing with student concerns about academic matters including supervision. For all practical purposes, Area Chairs act as the "Graduate/Program Chair" for their respective PhD fields.

All administrative processes are centralized within the PhD program office currently located on the first floor of the DeGroote School of Business building. There are a variety of administrative positions and committees involved in the governance of the PhD program. These are described below.

Associate Dean, Graduate Studies and Research

The Associate Dean, Graduate Studies and Research, has the primary responsibility within the DeGroote School of Business for furthering McMaster's goals regarding graduate education, research, and research training, and provides leadership and coordination of all activities related to those goals. A major responsibility of the position is to provide overall leadership in planning, developing and administering the PhD program. The Associate Dean reports jointly to the Associate Vice-President and Dean (Graduate Studies) and to the Dean of the Faculty of Business.

Program Administrator, Business Administration PhD Program

The Program Administrator, Business Administration PhD Program is responsible for providing administrative, financial, and recruiting support for the PhD program. These duties include but are not limited to: identifying and analyzing administrative problems with the program; developing or modifying administrative policies and making recommendations to address issues and presenting these to the Associate Dean (Graduate Studies and Research) for approval; collaborating with the Associate Dean on program strategy development and implementation by collecting, analyzing, assessing, and summarizing information relevant to the decision making process; and preparing and maintaining the program budget.

Ad Hoc PhD Advisory Committee

This committee addresses matters pertaining to current and prospective PhD students. These include dealing with the review of Area recommendations for admission, the program-wide ranking of scholarship applications, and the annual review of student progress.

The Ad Hoc PhD Advisory Committee is chaired by the Associate Dean, Graduate Studies and Research. It includes one faculty member from each field appointed by the Dean after seeking the advice of each field's Area Chair. The Program Administrator (PhD Program) serves as a non-voting consultant. Since this committee deals with private student information, no doctoral students serve on this committee.

Graduate Curriculum and Policy Committee (GCPC)

This committee considers and makes recommendations to the Faculty of Business on matters of policy and curriculum affecting graduate programs in the School of Business, including new programs and course changes. The mandate of this committee includes considering recommendations from the Areas for their respective PhD fields.

The committee is chaired by the Associate Dean, Graduate Studies and Research. It includes one faculty member from each Area of the Faculty appointed by the Dean after seeking advice of the Area Chairs. It also includes one MBA student and one PhD student appointed by the Dean on the recommendation of the respective student associations. The Program Administrator (PhD Program) serves as a non-voting consultant to this committee on curriculum and policy matters pertaining to the PhD program.

Graduate Admissions and Study Committee

This committee determines the admissibility of applicants to graduate programs in the Faculty; to review the progress of students engaged in graduate programs; to determine action on the recommendation of the Associate Dean (Graduate Studies and Research) in instances of failure in a course; to recommend to the Graduate Council students to receive graduate degrees; to decide on requests for readmission to the graduate programs; to decide petitions from graduate students for special consideration in respect of off-campus or part-time study, extension of time to complete degree requirements, etc.; and to refer any matter to the Graduate Curriculum and Policy

Committee, before taking action, if either the Associate Vice-President and Dean of Graduate Studies or the Committee considers a matter of precedent or policy to be involved.

The committee is chaired by the Associate Dean, Graduate Studies and Research. It includes one faculty member from each Area of the Faculty appointed by the Dean after seeking advice of the Area Chairs. The Program Administrator (PhD Program) serves as a non-voting consultant to this committee on matters pertaining to the PhD program. Since this committee deals with private student information, no doctoral students serve on this committee.

Graduate Council

The Graduate Council is a deliberative, administrative, and executive body responsible directly to Senate but otherwise autonomous. Its membership consists of the Chancellor, the President and Vice-Chancellor, the Provost and Vice-President (Academic), the Associate Vice-President and Dean of Graduate Studies (Chair), the Associate Deans of Graduate Studies, the Faculty Deans, the University Librarian, the University Registrar, the Secretary of Senate, the Vice-President (Research and International Affairs), the Associate Registrar and Graduate Secretary, eighteen faculty members (three from each faculty), and twelve graduate students (two from each faculty).

The representative from the PhD Program is elected by the PhD students through a voting process conducted by the PhD Program Office. Students will be asked to self-nominate and then the PhD Program Office will seek out the votes from the student population to determine the elected representative.

DeGroote Doctoral Students Association (DDSA)

Though not part of the formal governance and operation of the PhD program in Business Administration, this association provides a mechanism by which students enrolled in the doctoral program collectively organize and interact with the program's governance structure.

The primary objectives of the DDSA are to encourage a community environment, facilitate communication both within its membership and between its membership and the DeGroote School of Business, and act as a unified voice representing the interests of DeGroote PhD students within the McMaster community, specifically through participation in committees concerning graduate student curriculum and policy (via the GCPC), and general graduate student issues (via McMaster's Graduate Student Association).

PROGRAM ADMINISTRATION

The Application Process

There is a two-stage application process for candidates wishing to study in the doctoral program. The first is a preliminary application that allows program administrators to screen applicants to verify that they meet the minimum application requirements. This saves time in collecting and tracking numerous supporting documents for each application (e.g., transcripts, references, GMAT/GRE/TOEFL scores, statement of interests) and saves unqualified applicants the expense of completing an application. The School of Graduate Studies allows the School of Business to use a

two-stage application process as long as the number of preliminary applications that are submitted is documented. PhD students accepted into the program have indicated they favour the two-stage application process when applying.

The PhD program's administrative staff screens preliminary applications according to a decision tree developed in consultation with the Ad Hoc PhD Advisory Committee (previously called the PhD Operating Committee). Applicants that do not meet the minimum requirements are rejected at this point. Qualified applicants are invited to proceed to the second stage and submit a formal application package. The Program Administrator (PhD Program) consults with the appropriate field-level Area Chair if the decision is not clear.

MOSAIC is the online formal application system for all graduate programs at McMaster University. As opposed to identifying a specific field, the system requires applicants interested in applying for a PhD in Business Administration to choose:

- Academic Program - Business PhD; and
- Academic Plan - Business Administration

This follows the way other PhD programs are set up at McMaster University.

When applying to the Business Administration PhD program through the MOSAIC system, applicants will be required to set up a new application ID (if this is the first time accessing the system). It is important for applicants to "SAVE" their application often. The initial information required will include personal and contact information, previous education history and testing scores, such as GMAT or GRE scores (required) and English testing (TOEFL or IELTS) scores (if required). Once this information is provided, applicants will proceed to identify their specific field of study using the "Topic Search" function. Applicants may choose **one** of the following fields, Accounting, Finance, Health Management, Information Systems, Management of Organizational Behaviour and Human Resources, Management Science or Marketing. Potential supervisors are identified on this screen as well. Using the "Supervisor Search", applicants can identify which supervisor they would like to work with. The proceeding section has ten questions for applicants, including the identification of their specific topic within their chosen research specialization, their

research interests, their past research and publication history, future career goals as well as their reasons for choosing the DeGroote School of Business for their studies. Once this section is complete, the applicant will be able to upload documents. The following documents are required:

1. Candidate's Statement of Interest
2. Curriculum Vitae
3. GMAT/GRE Score confirmation
4. Language Score confirmation (TOEFL or IELTS)
5. Unofficial Transcripts (for all Undergraduate and Graduate degrees)

References are an important component of the application. At this point in the application the **two** required referees should be identified. Applicants should follow the system instructions on this screen carefully. Once all of the information is complete, applicants will accept the "Application Declaration", will be able to review the application and submit. Applicants will be able to edit their application after submitted. If any of the information is updated, or documents are added, the applicant must contact the Business PhD Program Office to ensure that any changes will be captured.

Offers of admission are sent to applicants by the School of Graduate Studies after their approval of Area recommendations. An offer of admission is based on target enrolments, the quality of candidates recommended by the Areas, and the availability of suitable supervisors. Enrolment targets for a specific year are determined by the Associate Dean, Graduate Studies and Research taking into account budgetary and space considerations. The accepted practice is that the Area recommends that offers are sent to the best students overall and to make offers only if there is funding available to do so. This method gives flexibility in admitting the best students available across fields and makes the program financially responsible. There is a general expectation of equal distribution of new students across fields overall; however, the number of students granted admission to specific fields in any particular year may vary across fields.

The following process is used to review completed second stage applications of prospective students:

- Each faculty member receives a summary of all candidates in his/her field and is asked to rank these candidates. This summary is prepared and distributed by the PhD Program Office and includes information about each candidate such as past degrees, grade point averages, GMAT or GRE scores, letters of reference, transcripts, list of potential supervisors identified by the applicant, and a statement of research interests.

- If a faculty member requires more information on a candidate, he/she can request the complete application package from the PhD Program Office.

- Each faculty member assesses and ranks each candidate using a master spreadsheet response form. This form asks faculty members to independently provide feedback on each candidate they are reviewing. This feedback includes whether to admit the candidate, whether the faculty member wishes to supervise the candidate, whether the faculty member will provide additional funding in the form of research assistantships, or internal scholarships, general

comments about the candidate, and rankings of the candidate compared to other candidates. When this is complete, the faculty member submits the spreadsheet to the PhD Program Office.

- The independent faculty rankings are collated into one summary spreadsheet per field. The spreadsheet contains the average rankings of each candidate across all faculty member assessments. These spreadsheets are then forwarded to the respective Area Chairs.

- This summary for each field is discussed at the field's Area meeting and the faculty members in that field identify their recommendations of candidates to choose and their suggestions for potential supervisors. Area recommendations on potential supervisors are based on mutual supervisor/student research interests, the ability of the supervisor to financially support students, the number of PhD students currently supervised by the supervisor and their current stage in the program. The Area Chair is asked to submit the Area's A-list candidates including funding and supervision, B-list candidates (those that may be considered if candidates on the A-list decline our offer of admission) and their No List (candidates that are not suitable and will not be reconsidered) to the PhD Program Office.

- The PhD Program Office will consider marginal changes to the above procedure for reviewing second stage applications in order to accommodate the specific needs of the Area of a PhD field.

- Once all Area recommendations are received, the Program Administrator (PhD Program) distributes a summary of these candidate recommendations to the members of the Ad Hoc PhD Advisory Committee for review.

- The Ad Hoc PhD Advisory Committee considers the Area recommendations for admission to their respective PhD fields and reviews the admission offers to make in the first round. The Ad Hoc PhD Advisory Committee also reviews and ranks all incoming students eligible for scholarship awards (e.g. Harry Lyman Hooker Senior Fellowship).

- Based on the decisions from the Area and the ranking of the Ad Hoc PhD Advisory Committee, the Program Administrator (PhD Program) initiates recommendations for admission offers to the School of Graduate Studies, which has the final authority to accept or reject any of these recommendations, and creates the Offer of Admission letters.

Student Funding

Students admitted to the doctoral program are currently guaranteed four years of funding at a minimum of $20,000 per year. Students typically receive their annual guaranteed funding through some combination of scholarships, research assistantships (RAs), and teaching assistantships (TAs). In addition to this guaranteed funding, "top-up" funding can be offered to students upon admission from various sources including additional graduate or research scholarships, research assistantships or sessional lectureships.

All faculty members who agree to supervise a PhD student are encouraged, but not mandated, to provide an RA or research scholarship of $4-5K per year for four years (this amount is in addition to the $20,000 minimum). Typically, the RA research work is completed during the summer academic term.

If a supervising faculty member cannot supply this amount, then RA-ship opportunities for a student can be solicited from other faculty members. Students in this situation are encouraged to talk to faculty themselves to secure potential RA-ships.

A faculty member who wishes to provide full-funding to supervise a student may do so. This allows faculty members to supervise qualified applicants who are not being accepted into the program because of a lack of available funds from the School of Business.

A limited number of tuition bursaries are available to incoming international (Visa) students as a means of bridging the gap in fees between Canadian and international students. The current practice is to allocate one tuition bursary per field per year to incoming international students. This is typically offered to the top ranked international student in each field.

It is permissible to make an offer of admission with no guaranteed funding if students can provide evidence that they have sufficient financial support from corporations or governments. These admissions will be on a case by case basis provided that the applicant follows the standard application procedures and provided that space and other resources are available.

It is not permissible to make an offer of admission with no funding in the case of students who declare they will self-fund their own PhD program. In this case, McMaster must make a commitment of financial support upfront and students can decide after that whether to accept the financial support or not.

All doctoral students have access to $1,000 for any valid research-related purpose to use within their years of study (e.g., travel to conferences, dissertation expenses, specialized software). These expenses need to be approved by the Program Administrator (PhD Program). In addition, PhD students have two additional sources of funding available to them for travel and conference costs: i) financial support from the Dean's Office for conference travel; and ii) funds from their PhD supervisor.

Conference Travel

The DeGroote School of Business Conference Related Travel program supports participation financially in national and international conferences of major significance, as well as representational and executive office activities in scholarly and professional organizations; thereby enhancing the reputation of the DeGroote School of Business and the University and encouraging excellence in research, teaching and professional development.

A maximum of $4,000 will be available for support for each PhD student during their time in the PhD program. There is no annual maximum and the funds may be spent any time during the

student's time in the program. Students may use this funding to attend conferences for presenting papers as well as professional development opportunities, job hunting and interviews.

To apply for funding, email a completed electronic copy of the Conference Travel Application to the Associate Dean (Graduate Studies and Research), DeGroote School of Business, in advance of the conference (email adbusgs@mcmaster.ca).

Applicants who have attended, or plan to attend, more than one conference must submit a separate application for each conference.

All travel expenses must be in accordance with McMaster University's travel policy. This policy can be found at: http://www.mcmaster.ca/bms/BMS_PR_Travel_Info.htm.

The Associate Dean (Graduate Studies and Research) will review all travel applications promptly and will notify the student in writing of the decision. **This notification must be included with the Expense Report when expenses are submitted.**

If the application is approved, the student may submit expenses to assist with expenses that must be paid prior to travel. An expense report (including all receipts) must be submitted promptly upon return from the conference. Remember to keep a copy of all itemized receipts, boarding passes and forms for your records.

Travellers that have not been approved prior to travel will not be reimbursed. Reimbursement requests shall be submitted on a timely basis, ideally within fifteen (15) days of return from travel or from the date the expense was incurred and not exceeding twelve (12) months after the expense is incurred.

PhD Supervision

Upon admission to the PhD program, a student is assigned a PhD supervisor. The supervisor is normally assigned to the student for the duration of his/her degree. In some extenuating circumstances, (e.g., change in research direction) supervisors and supervisory committees can change. If changes are made in a student's supervisor or in the composition of a student's supervisory committee, it is understood that this is acceptable practice and does not bear negatively upon a faculty member's research or supervisory capabilities.

In compliance with the SGS regulations (Section 4.4 of Graduate Calendar), a supervisory committee is established for incoming students as soon as possible. The supervisor is responsible for recruiting supervisory committee members. Normally, there are three faculty members on a student's supervisory committee. One of these members must be the student's PhD supervisor.

Supervisors are typically tenure-track faculty members. Untenured faculty members are able to supervise a student so long as a tenured faculty member is identified as a back-up.

PhD supervision is normally done by a single faculty member. However, the School of Graduate Studies at McMaster does recognize co-supervision. In all cases, a supervisor of record must be designated. In the case of co-supervision, one supervisor is seen as the "primary" supervisor.

There is flexibility in the composition of the supervisory committee in terms of non-supervising faculty members. For example, these faculty members can come from different Areas within the School of Business or from different departments or faculties within McMaster University. In compliance with the SGS regulations, no more than one faculty member may be from outside McMaster.

In terms of compensating faculty for agreeing to supervise students and serving on supervisory committees, the following process is used:

- A 0.5 teaching credit is awarded to the supervisor and a 0.25 teaching credit is awarded to each supervisory committee member eligible to receive teaching credits.

- Teaching credits for PhD supervision are paid out as overload teaching stipends upon completion of a student's oral dissertation defence. The Program Administrator (PhD Program) initiates this request twice per year (following Fall/Spring Convocation).

- In the case of supervisorships and supervising committees that change, teaching credits are normally awarded to the supervisor and supervising committee members that exist at the time of the student's oral dissertation defence.

The duties of a PhD supervisor are as follows:

- to ensure that the student complies with all SGS regulations as stipulated and described in the School of Graduate Studies Calendar;

- to meet with the student in the first week of the program to complete a study plan that ensures the student meets all course requirements, ideally within 20 months;

- to guide the selection and development of the student's dissertation research;

- to review and give advice on the student's scholarship applications;

- to provide the student with regular appraisals of progress or lack of it; and,

- to initiate appropriate action if the student's progress is unsatisfactory, including any recommendation that the student withdraw, for approval by the Area Chair.

The duties of the PhD supervisory committee (including the PhD supervisor) are as follows:

- to approve the dissertation proposal;

- to meet with the student annually to discuss progress, set future goals and complete the Supervisory Committee Meeting Report;

- to maintain knowledge of the student's research activities;

- to give advice on research, usually through the student's supervisor;

- to act as internal examiner for the student's dissertation;

- to suggest external examiners for the student's oral defense, and,

- to act as a member of the examination committee for the final oral defence of the dissertation.

The student's responsibilities in terms of PhD supervision are as follows:

- to comply with all School of Graduate Studies policies and procedures;

- to meet all expectations of the doctoral program;

- to maintain regular contact with the supervisor and supervisory committee;

- to follow the guidance and direction given by the supervisor and supervisory committee;

- to apply for all external scholarships for which they are eligible (students unsure of their eligibility should check with the PhD Program Office);

- to attend the program all three terms of the university calendar year as specified in the SGS calendar (e.g., normal vacation entitlement is two weeks of vacation during the year, however it must not interrupt scheduled course work or teaching/research assistantships; any vacation must be scheduled by mutual agreement and should be approved in writing by the student's supervisor; a copy of the approved request must be submitted to the PhD Program Office for inclusion in the student's file);

- to attend campus a minimum of two to three times per week;

- to monitor email and voicemail daily; and,

- to meet all administrative deadlines (e.g., scholarship applications, forms, registration).

If a student encounters a problem with supervision, it is his/her responsibility to consult with the Area Chair of his/her field and seek an acceptable resolution. If the student's supervisor is the Area Chair, then the student should consult directly with the Associate Dean, Graduate Studies and Research.

<u>Supervisory Committee Reports</u>

The completion of the supervisory committee report is an annual requirement by the School of Graduate Studies to ensure that a student's progress is monitored throughout the duration of the program. In anticipation of the meeting, students are expected to prepare the section including details of the progress made through the previous year including courses completed, comprehensive examination preparation/writing/oral defense, thesis proposal, research, chapters written/revised, conference presentations, and publications.

These details are presented to the supervisor in order to complete the Progress section identified in Part A. In conjunction with the supervisory committee members, specific goals must be outlined in Part B to ensure the student has a clear idea of the expectations set forth for the coming year. These goals form the foundation of assessing the progress made in the next year's report. The form also includes a section for areas for improvement and additional direction (Part C) that should be shared with the student, department chairs and School of Graduate Studies. The final section requires each of the supervisory committee members to rate the student's progress based on their ability to achieve the goals set out in the previous report. The scale includes the following ratings:

- E – Excellent
- G – Good
- S – Satisfactory
- M – Marginal
- U – Unsatisfactory

If the committee determines that the progress is either Marginal or Unsatisfactory, they must include a detailed explanation in the comments section of what the student must accomplish within the next 6 months to remedy the situation. The committee must convene for a follow-up meeting with the student no later than 6 months after the original meeting to assess if the student has improved their progress since the last report. If the student continues to make unsatisfactory progress, the School of Graduate Studies will request a recommendation from the department of whether the student should continue in the program.

<u>Registration</u>

Students are responsible for meeting the deadlines for program registration, course registration and any change in course selections, as specified in the [Sessional Dates Section](#) of the School of Graduate Studies Calendar.

All PhD students should confirm their status and enrol for PhD courses on the MOSAIC system. Students will require their MacID and password to access MOSAIC. For the Fall term, generally begins in early July. Registration for all terms must be done at this time. If courses are undecided for the Winter and Summer terms, students should use the SGS 700 course placeholder. Students who have completed their course work and are focusing on research must register for all three terms with the SGS 700 placeholder. The selection and registration of courses requires the approvals of both the student's supervisor and the Area Chair of his/her field. Course selections should be determined in the student's first week of the program. Students are expected to follow the program

requirements for their field of study as outlined in the School of Graduate Studies Calendar. Any deviation from this plan should be discussed with and approved by the supervisor and the Area Chair. All course requirements should be met within the first 20 months (terms 1-5) of the program to ensure that the comprehensive exam can be written in the student's sixth term.

Students who wish to register for MBA level courses or courses from other departments should request permission from their Supervisor and Area Chair. Once approval is obtained, students should forward approval to the PhD Program Office. The Program Administrator (PhD Program) will reach out to the MBA Office if the student is unable to register for the approved course in Mosaic.

Program tuition and fees associated with the Business PhD program can be found on the [Student Accounts and Cashiers website](#).

Required Training

According to [Section 2.6.5](#) of the Graduate Calendar, students are required to register for, complete and pass two training courses within the first term of their program:

SGS #101 Academic Research Integrity and Ethics

SGS #201 Accessibility for Ontarians with Disabilities Act (AODA)

In addition, as employees of the University, PhD students are also required to complete Health and Safety training (e.g. Fire Safety, Ergonomics, Violence & Harassment in the Workplace, etc.) provided by the Program Administrator (PhD Program) before arrival to the school. This required training must be signed off by the student's supervisor.

[PhD Scholarships](#)

As stipulated in each student's offer of admission, funding that students receive during their first four years of study is conditional upon each student applying for all external scholarship awards for which they are eligible, such as an Ontario Graduate Scholarship (OGS), SSHRC or NSERC doctoral scholarship. It is expected that each student, regardless of their year of study, apply for all scholarships for which they meet eligibility criteria. Supervisors are encouraged to help students complete their scholarship applications and write any requisite letters of reference. Students are highly advised to approach their supervisors for such assistance well in advance of any scholarship deadlines and to provide the completed application to the supervisor when making their requests.

For SSHRC scholarships, the School of Graduate Studies requests for student applications to be ranked by program then forwarded for the University-wide competition in the fall. The SSHRC applications are reviewed and ranked by the Ad Hoc PhD Advisory Committee. This committee meets and discusses the ranking of students and recommends the final ranking of students to SGS. The PhD Program Office works with faculty for department nomination letters and provides SGS with this final ranking. Students who are recommended to the University-wide competition will also be considered for OGS awards and Ontario Graduate Fellowships (OGF) available at that level.

For departmental OGS scholarships, the review and ranking of student applications is carried out by the Ad Hoc PhD Advisory Committee in the spring. Committee members rank domestic and international OGS applications separately and determine the winners. The PhD Program Office provides SGS with the award winners for the official award letter.

For NSERC scholarships, the School of Graduate Studies requests no ranking of student applications. Thus, NSERC applications received by the PhD Program Office are sent directly to SGS.

In some instances, when a student is awarded a major external scholarship, a portion of internal funding may be clawed back to remain within the prescribed maximum limit.

<u>PhD Awards</u>

The DeGroote School of Business hosts an annual PhD Awards ceremony. The following awards are available for Business PhD students:

The Norm Archer Endowed Prize - Value: $1,000

Established in 2002 by Professor Archer's PhD students and the Faculty of Business in honour of Professor Archer's outstanding contribution to the students at the DeGroote School of Business. To be awarded to a student entering level 3 of the PhD program in Business Administration in the fields of Management Science or Information Systems who, in the judgment of the DeGroote School of Business, has demonstrated the highest degree of commitment, excellence and integrity in scholarship, in both courses taken and in research. The prize will be awarded at the discretion of the awards committee and may not be awarded annually.

Robert C. Joyner Doctoral Student Publication Prize - Value: $250

Established in 1993 in honour of Dr. Robert C. Joyner, Dean of the Faculty of Business from 1974-1979, under whose leadership the doctoral program was initiated. To be awarded annually to a student in the doctoral program in business administration who, in the judgment of the awards committee, publishes or has accepted for publication the best research paper in that year.

Community Engagement Student Leadership Award - Value: $250

This annual award recognizes students in the PhD program in Business Administration at the DeGroote School of Business. The award recipient will be a student who has demonstrated commitment to activities at the DeGroote School of Business, McMaster and in the broader community since the start of the program. Nominees must highlight their engagement activities and explain to the awarding committee how they have made significant contributions to improving the community. These students lead and engage in activities and services that are not required as part of their professional duties as a PhD student. Examples of community engagement activities include participating on a faculty or university-wide committee or through external volunteer activities in the wider community.

Students from all fields and levels of the program are eligible to be faculty, peer, or self-nominated and they are encouraged to begin early in the program to make a larger impact. Nominees will complete a one-page detailed explanation of their community engagement and include their current CV. The award recipient will be determined by the awards committee and the award will be presented at the annual PhD award recognition event.

Academic Leadership Award - Value: $250

This annual award recognizes students in the PhD program in Business Administration at the DeGroote School of Business. This prize will be awarded to students who show initiative in an academic context through leadership roles at the DeGroote School of Business, McMaster and in the broader community since the start of the program. Nominees must demonstrate their leadership by illustrating the importance of the contributions to the academic environment whether it is to their specific field of study, to the school, or to the academic community as a whole. Examples of leadership initiatives include organizing an event or conference for their respective field and developing collaborations across interdisciplinary fields to reach an ultimate goal.

Students from all fields and all levels of the program are eligible to be faculty, peer, or self-nominated and they are encouraged to begin early in the program to make a larger impact. Nominees will complete a one-page detailed explanation of their leadership activities and include their current CV. The award recipient will be determined by the awards committee and the award will be presented at the annual PhD award recognition event.

PhD Student Offices

Dedicated office space is provided to each full-time doctoral student in years 1-5. These assignments are determined by the Program Administrator (PhD Program) and students may be relocated periodically to accommodate incoming students. There will be no space made available to students who are in year 6 and beyond. The PhD student offices are located in the Annex section of the DeGroote School of Business building on the second floor: DSB A210 and DSB A211.

Recognizing that this is a shared work environment, students are expected to keep their personal offices clean and to minimize any excessive noise or activity that may impede or negatively affect other students working in that area.

Access to DSB A210 and DSB A211 is restricted to students having office space there and appropriate administrative staff (such as the Program Administrator). Faculty members are not permitted key access to the PhD student clusters. Faculty members wishing to meet with PhD students are encouraged to meet in faculty offices as opposed to the PhD student office area. In addition, students are not allowed to have visitors to the PhD student offices. This is to minimize noise levels in the PhD student office area and to enhance the privacy and security of student office space.

<u>Computers</u>

Each incoming student will receive a brand new laptop or desktop computer upon entry into the program. The PhD budget will fund the purchase of these computers. In the case of a laptop purchase, the supervising faculty member can pay for additional peripheral equipment including a monitor, keyboard, mouse and charging station.

<u>Student Teaching Opportunities</u>

Students in all fields are encouraged to gain teaching experience prior to the oral defence of their dissertation. It is expected that Area Chairs will work to promote such opportunities for doctoral students who have successfully passed their comprehensive exams.

<u>Full-Time vs. Part-Time Study</u>

The PhD program at the DeGroote School of Business is offered on a full-time basis, with the exception of the Health Management field of study, which offers a part-time option. The regulations of the Government of Ontario which define a full-time graduate student are listed under Section 2.5.2 of the Graduate Calendar.

It is expected that students will limit their time spent on university-related employment to 10 hours per week. The maximum number of hours that can be worked in an academic year is 505. This limit is derived from the average 10 hours a week for 50 weeks with 2 weeks for vacation and 5 hours for training. Students are required to track the number of working hours in an academic year. A standard Teaching Assistantship is considered 133 hours (e.g. Fall TA) and a sessional teaching contract is considered 238 hours. Students do not need to seek permission in order to exceed the 10 hours per week average but must ensure they do not exceed 505 in a year. These hours will be audited periodically by the School of Grad Studies. Employment and academic matters must be handled separately. Students applying for employment hours as a TA or RA will be considered on the basis of their qualifications relative to other applicants for the position. As noted above, students' progress will be assessed solely on their academic merits and completion of program milestones through meetings with their supervisor and their committee, including the completion of the annual report.

The DeGroote School of Business interprets "be geographically available and visit the campus regularly" as being physically on campus at least two to three times a week and in regular attendance at planned events. This would include: guest speakers, seminars, research days, town hall meetings, dissertation proposal defences and dissertation defences. Under no circumstances should students plan vacations (outside of the regularly scheduled breaks) during the fall and winter terms. This is especially true for students that are registered in courses. PhD students are expected to spend the summer months conducting research but may take limited vacation time with their supervisor's approval.

We understand that students may occasionally face a family emergency that requires them to leave campus for a period of time. Students should speak with the Program Administrator (PhD Program), their supervisor and the professor they are assisting if this occurs.

In rare circumstances, full-time students, with the approval of their supervisor, may apply to the School of Graduate Studies for part-time status. Such approval is not given unless the student has met the following criteria:

- passed the comprehensive examination;

- defended the dissertation proposal; and,

- has made significant progress in the completion of the dissertation, including data collection and analysis.

Students switching to part-time status are not eligible for scholarship payments and are not guaranteed department funding. Part-time students are still responsible for tuition payment and must make arrangements through the Cashier's office for payment prior to the beginning of the term. Switching to part-time status does not extend the maximum duration of the program and students are subject to the timeline as follows.

PROGRAM COMPONENTS

Program Timeline & Duration

The time required to complete the program varies widely and is largely dependent upon each student's personal experience while in the program. In general, students are expected to complete the program within four years with an upper limit of six years. Past DeGroote graduates have completed the degree in as little as three years while others have needed six years. The annual Sessional Dates are included in the Graduate Calendar.

A typical timeline for students enrolled in the PhD program is as follows:

Years 1 & 2:	Course Work (students complete between 6 and 12 courses)
May/June of Year 2:	Comprehensive Exam
Year 3:	Dissertation Proposal Defence
Year 3: & 4:	Data Collection and Analysis
End of Year 4:	Write-up of Dissertation and Oral Defence

Students are guaranteed funding for their first four years in the program. In order to keep students on a four-year timeline, student performance is assessed on an annual basis. A student whose work is unsatisfactory may at any time be required to withdraw from the University.

Situations arise where students require a Leave of Absence. A Leave of Absence may be permitted for up to one year for illness and students are required to provide medical documentation to support the request. In the case of personal circumstances, a Leave of Absence can be permitted up to one year and should be requested in consultation of the Program Administrator (PhD Program), Supervisor and Area Chair. Section 2.5.7 of the Graduate Calendar provides further details including the regulations regarding parental Leaves of Absence. If a Leave of Absence is granted by the School of Graduate Studies, the time in the program will be paused for the duration of the leave. Students

will not receive scholarship support during this time period and the expectation is that the student will resume their studies and return to the program upon the conclusion of the leave.

In those cases in which a student does not manage to complete the degree requirements before the end of the time limit specified in the SGS calendar (i.e., six years from the start date of enrolment in the PhD program), the University has no further obligation to provide supervision. Upon consultation with the department and on its recommendation the student will be shown as having been "withdrawn in good standing due to time limit".

If a completed dissertation is submitted, and is acceptable to the School of Business, the student can be readmitted in order to defend the dissertation. Students who have been withdrawn in good standing should be aware that they may be required to complete additional course work before being permitted to proceed to a defence of the dissertation. In all cases, the department must first declare that the submitted dissertation is ready for defence before the student will be readmitted. At the time of readmission, the student will be required to pay a fee (equivalent to one year's tuition), to compensate for the costs of the defence and subsequent processing of the dissertation.

Course Work and Performance Requirements

Students are encouraged to check the PhD program website or the SGS Calendar for exact program requirements and course offerings.

Each field has specific course requirements; however, commonality is built into the program. For instance, all students are required to take one common course B790 (Management Theory). Further, certain groupings of fields share common courses (e.g., students in the HR and IS fields are required to take B794 (Research Methods and Design) and B793 (Applied Multivariate Statistics).

The minimum number of courses students must take is six; the maximum number of courses a student can take is twelve. Ordinarily, course work is completed within two academic years, ideally within twenty months of starting the program. Students with prior knowledge may be exempt from certain required courses; however, they may have to substitute the exempted course with another similar level course in order to meet the 6 course minimum. Students without sufficient background knowledge may be required to take additional courses but may not exceed the 12 course maximum. Course selection is discussed and reviewed between the student and the supervisor, and each individual student will follow his/her own academic path, which is dependent on what the supervisor deems necessary to succeed in the program.

The Graduate Calendar states that "grades in graduate courses are reported as letter grades". The passing grades for courses at the graduate level are A+, A, A-, B+, B, and B-. Failing grades are reviewed by the Associate Dean, Graduate Studies and Research, acting on behalf of the School of Grad Studies and a recommendation from the department must be supplied to determine whether the student should continue in the program or be withdrawn. If the student remains in the program, they must either repeat or replace the failing course.

Courses taken by PhD students are either categorized as Doctoral ('D' course) or an Extra Course ('EC' course). A 'D' course is a degree requirement and students must receive a passing grade as noted

above. In the case of an 'EC' course, a student is taking the course on the approval of the supervisor but it is not a requirement for the degree. If a failing grade is received, the course and grade will not appear on the student's transcript unless it is a case of academic dishonesty. Students may petition to change the designation of an 'EC' course to a 'D' course before the deadline to drop a course provided that the change is supported by the supervisor.

Academic Integrity

The student is obliged to act ethically in conducting graduate work. This includes, but is not limited to, following McMaster University policies on the ethical conduct of research and academic integrity. The student is required to document and honestly report research data, to conscientiously cite information and data sources, and to seek guidance on any data exclusions. He/she must acknowledge contributions of the supervisor/advisor, committee members and others, in accordance with the norms of their academic discipline. For more information, please refer to Section 6.1 of the Graduate Calendar and the Office of Academic Integrity.

Comprehensive Exams

The general guidelines for program expectations and requirements are outlined in Section 4.2 of the Graduate Calendar. To assess that PhD students have "a comprehensive knowledge of the discipline or sub-discipline to which their field of research belongs", each Area with a PhD field conducts a Comprehensive Exam for students in the their second year of study.

The exam will differ from one field of study to another; however, the content, format, and timing of the exam will be the same within each field. That is, students in a specific field are expected to write the same examination over the same time period. Examinations that include a common element (that all students in a specific field write) and an elective element (where individual students choose questions according to their respective areas of research specialization) are deemed acceptable as being "the same examination."

The exact format of the comprehensive exam is left to the discretion of each Area. Typically, there is an in-house written portion conducted on site at the School of Business and a take-home written portion usually due within one week's time. Some areas, including Accounting, MOBHR and Marketing, have incorporated an oral component.

Five months prior to the exam, the PhD Program Office, in consultation with the Area Chairs will organize a comprehensive exam committee for each field. This comprehensive exam committee will be responsible for establishing the exam reading list, preparing the exam questions, and marking the exams. The comprehensive exam committee will determine the format and structure of the exam. The reading list and exam questions will be determined in consultation with the supervisors of students who are writing the exam. There must be at least two faculty members (ideally three) marking a student's exam (typically one of whom will be supervisor of the student). The exam will first be marked independently by each faculty member on the committee. Later, these faculty members will get together to reach agreement on a final mark for each student.

The exact timing for the administration of the examination will be determined in consultation with the comprehensive examination committee and the students slated to write the examination. However, the examination must be scheduled to allow enough time for a second attempt (should it be needed) to be written and graded before the end of the student's 24th month in the doctoral program.

Dissertation Proposals

The dissertation proposal is the mechanism by which students gain approval from their supervisory committees to embark on their proposed dissertation projects. A proposal is required before students collect data (for empirical investigations) or begin any analysis work (for theoretically-oriented dissertations).

Typically, dissertation proposals occur at the beginning of Year 3 of a student's program – shortly after completion of a student's comprehensive exam. It is unacceptable for students to defend proposals just prior to their actual oral defence of their completed dissertations.

In terms of timeline, students first submit a written dissertation proposal to his or her supervisory committee. A public oral defence of the proposal follows shortly thereafter. An announcement of the date and location of this defence will be sent to DeGroote PhD students and faculty.

The format of this defence is similar to that of a student's PhD oral dissertation defence. Normally, the proposal defence will consist of a 20 minute presentation followed by two rounds of questions from the exam committee members, and then questions from the general audience. After this, the PhD student and members of the general audience would be asked to leave and the supervisory committee would make its deliberation. The student would later be called back into the room and told the results of the defence by his or her supervisor.

Dissertations

General guidelines of the dissertation can be found in Section 2.8 of the Graduate Calendar. Information about the examining committee, and scheduling and conducting the dissertation is in Section 4.3 of the Graduate Calendar. The School of Grad Studies also has detailed information on the steps for doctoral degree completion including 'Write', 'Defend', and 'Submit'. Students must initiate the defence process in Mosaic after they have received approval to proceed from their Supervisory Committee.

The final date for submitting the dissertation to Graduate Studies for autumn or spring convocation can be found in the Sessional Dates Section of the SGS calendar.

In addition to the $500 that SGS provides to support external examiner travel, the PhD budget will be used to cover an additional $500 of expenses. Any expenses over this amount ($1,000) would be covered by the student's PhD supervisor.