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Program Overview

Intellectual discovery and innovation are hallmarks of the doctoral program in Business Administration offered by The University of Texas at San Antonio. Our doctoral students are educated by high quality faculty who encourage and assist them in presenting at national conferences and publishing their research in refereed journals.

The college’s doctoral classes are diverse in terms of professional experience, academic experience, cultural influences and international experiences. Commitment to research and a passion for teaching are two of the qualities that distinguish both our doctoral faculty and our graduates. Students work closely with faculty members in small classes, seminars, research projects and other assignments, aimed toward developing the analytical skills competencies to conduct independent quality research.

Due to the small size of our program, students receive close interaction with faculty members and can make a significant contribution to the research activity of the college.

UTSA’s College of Business is accredited by AACSB International, the Association to Advance Collegiate Schools of Business. The college is one of the 40 largest business schools in the nation and is dedicated to raising its academic profile to become one of the best business schools. The College of Business has attracted faculty from a number of outstanding universities including Harvard University, Penn State, University of California at Berkeley, University of Illinois, University of Michigan, University of Minnesota, Georgia State University, The University of Texas, University of Wisconsin, University of Maryland and many others.

Educational Objectives and Mission

The Ph.D. program is a logical and complementary component of a comprehensive business education program at the University of Texas at San Antonio. As such, the Ph.D. program will adhere to the encompassing mission statement of graduate education in the College of Business:

The mission of graduate education in the College of Business is to develop and enhance the capabilities of a diverse population of potential organizational leaders, particularly in the San Antonio and South Texas region.

The educational objectives of the program are to:

- Produce qualified professionals to address the market shortages of faculty in higher education in disciplines such as accounting, finance, information technology, marketing and management studies.
- Increase the number of minority undergraduate and M.B.A. students who qualify for and enter doctoral programs in business disciplines.
- Produce graduates who are prepared to make significant ongoing ethical contributions in culturally-diverse and dynamic economic, political, and technological environments.
- Attract, train, and graduate Hispanic doctoral students with a degree in Business Administration is important in our increasingly diverse society. There are benefits for both the students in the program and for the larger community. The doctoral program in Business Administration provides access to an educational experience long denied many students in the Hispanic community for reasons of geography and cultural norms. This program demonstrates UTSA’s commitment to serving the Hispanic population in South Texas, conveying the message that educational (and therefore social and economic) opportunities are available to everyone in Texas.
- Training college and university faculty whose view of the world has been shaped by Hispanic cultural traditions is important for higher education in Texas. Hispanic faculty will be role models for all students, both Hispanic and non-Hispanic, and thus contribute to a broader understanding of the benefits of
multicultural experiences. The presence of Hispanic faculty legitimizes different points of view, and validates differing cultural orientations. UTSA is in a particularly advantageous position to increase the number of Hispanics with a doctorate in business, relative to most other universities in the United States.

Ph.D. in Business Administration

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Business Administration. The primary focus of the program is to prepare qualified candidates for academic careers in teaching and research. Graduates are also qualified to hold positions in government and industry. Our doctoral students are trained by high-quality faculty in their respective fields, who present at national conferences and publish their research in referred journals.

The program offers five major fields of study: accounting, finance, information technology, marketing, and organization and management studies.

Our outstanding faculty provides a Ph.D. program experience rich in the theoretical knowledge and methodological skill development necessary to make a difference to future generations of academic business leaders. This is a full-time integrated program of colloquia, research and writing. Students will normally be expected to enroll for nine hours each long semester and three hours in the summer.

Disclaimer

The information contained in this Handbook does not constitute a contract, expressed or implied, between any applicants, student, or faculty member of the College of Business, The Graduate School at UTSA, or The University of Texas at San Antonio. Students must adhere to university policy as noted in the Graduate Catalog and the Information Bulletin.

STUDENTS ARE HELD INDIVIDUALLY RESPONSIBLE FOR MEETING ALL REQUIREMENTS AS DETERMINED BY THE UNIVERSITY OF TEXAS AT SAN ANTONIO AND THE UNIVERSITY OF TEXAS SYSTEM. FAILURE TO READ AND COMPLY WITH POLICIES, REGULATIONS, AND PROCEDURES WILL NOT EXEMPT A STUDENT FROM WHATEVER PENALTIES HE OR SHE MAY INCUR.

Revisions

Recommendations for improving the content of this handbook are welcomed from the students and any members of the faculty of the College of Business associated with the Doctoral Program in Business Administration. Please forward your comments to the Program Manager (Caron Kiley) at Caron.Kiley@utsa.edu or the Program Director (Dr. Pamela Smith) at Pamela.Smith@utsa.edu

PROGRAM ADMINISTRATION

ORGANIZATION AND ADMINISTRATION OF THE DOCTORAL PROGRAM

The doctoral program will be under the supervision of the Doctor of Philosophy Degree Program Director. The Program Director, as appointed by the Dean of the College of Business, will be responsible for curriculum development, student recruitment and placement, faculty coordination, program scheduling, and on-going program review. The Ph.D. Program Committee in each major area of study will make recommendations regarding admission to the degree program. The Ph.D. Program Committee is comprised of members selected from the graduate faculty and is responsible for advising students. The Ph.D. Program Committee exercises oversight over admissions, and approves awarding of stipends, and selection of dissertation committee.
Before admission to candidacy, the student’s proposed program of study will be under the direction of the Ph.D. Advisor in the major area of study. All approved course substitutions and waivers must be reflected on the program of study. The Ph.D. Advisor will be responsible for handling routine administrative duties, maintaining records, and representing the college in most matters related to degree requirements for Ph.D. students. The Ph.D. Advisor, as chair of the Ph.D. Program Committee, will coordinate and approve doctoral student assistantship assignments, and the selection of the dissertation chair.

Prior to admission to candidacy, the Program of Study (PoS) will come under the purview of the Ph.D. Advisor/Ph.D. Program Committee member for the major area of study which will review the Program of Study and recommend to the student’s Supervising Professor any additional course requirements. The final program of study, as approved by the Ph.D. Program Committee and the Program Director, will then be recommended to the Provost, Dean, of The Graduate School for approval.

DOCTORAL OFFICES

College of Business Policy on Shared Doctoral Offices August 6, 2008

We provide Ph.D. students (who are in residence) a desk in one of the shared doctoral offices and a desktop computer for this space, subject to availability. A doctoral student who is in residence and actively working on campus may continue to have access to a desk with a computer in one of the shared offices. Doctoral students who have full-time appointments elsewhere or who do not regularly come to campus during the long semester will not be given access to a desk and computer in the shared offices. Exceptions will be considered on a case-by-case basis, subject to space and resource constraints.

The shared doctoral offices are intended to provide a place to work on research projects and/or coursework. Adherence to the rules described below is a condition of access.

The shared doctoral offices are not private. If you are teaching, the UTSA Retention of Records policy requires you to keep student exams and graded materials for one year. The Family Educational Rights and Privacy Act (FERPA) stipulate that these materials must be kept confidential. Your students’ exams and graded materials should not be stored in the shared doctoral offices. Please have these materials stored by your department.

Shared Office Rules

Be considerate of others who are trying to work:

- Space is limited. Do not use your shared office space for storage. Be considerate of others when placing materials in a shelf or cabinet designated “shared”.
- Take social visits, student office hours, cell phone conversations, etc. out of the shared offices. Noise can be very distracting!
- Cooking is not allowed in the shared office, with the exception of water for coffee and tea. Feel free to cook your meals in the staff lounge or mailroom. You can eat there, or use the tables and chairs in the hallways throughout the building. Smells can also be distracting!
- The shared doctoral offices are not to be used as lockers or changing rooms under any circumstances.
- Keep your desk space and surrounding area clean and free from food, trash, clothes, and clutter.
- Do not keep perishable food in the doctoral offices.
- If you have a plant, please keep it well groomed and limited to your own space. And consider that others may be allergic.
Fire Safety Rules

- Keep your materials off the floor. If you must have some of your work materials on the floor, they should be in a box or a bin. Loose papers in stacks on the ground are fire hazards.
- Nothing may be stored within 18 inches of the ceiling.
- Keep combustible items (that includes books and paper) at least 18 inches from lamps, light fixtures, appliances, and return/supply air vents.
- No items of any kind may be stored in the pathways leading to the exits of the shared doctoral offices.
- Exit doors may not be locked (from the inside) or obstructed in any way.
- Obtain approval for the use of any electric appliances, such as refrigerators, space heaters, or small microwaves, in the shared offices.
- All desk and overhead storage areas in the shared doctoral offices are subject to inspection by UTSA staff.

PH.D. PROGRAM COMMITTEE

Membership and Term of Office

The Ph.D. Program Committee (Ph.D. Program Committee) shall be composed of one doctoral faculty representative from each department, the Ph.D. Advisor from that area. The graduate faculty of each department shall determine its representative, but all representatives must be departmental graduate faculty and not hold administrative appointments such as the Associate Dean or Department Chair. The Dean may appoint up to two additional members from among the College of Business Doctoral Faculty whose primary assignment designation is faculty and not administration. The Associate Dean of Graduate Studies and the Director of the Ph.D. Program shall serve on the committee ex-officio without vote. All members of the committee must also be members of the doctoral faculty.

Officers

The members shall elect a chair each year.

Function and Quorum

The Ph.D. Program Committee shall provide overall guidance for academic policy as it pertains to the Ph.D. in Business Administration program, and advise the Associate Dean of Graduate Studies on policies, initiatives, and programs affecting the conduct of research in the College of Business. Such guidance will include, but not be limited to, curriculum coordination, proposals for new and modified courses, degree requirements, and major area requirements for the Ph.D. program. It shall keep itself informed on current accreditation rules of AACSB and other appropriate accrediting bodies. It shall help ensure the adequacy of course offerings in the major areas. It shall develop and monitor general policies addressing admission and reinstatements to the Ph.D. program and it shall consider recommendations regarding candidacy for those degrees. It shall receive, hear, and review recommendations and proposals pertaining to Ph.D. curriculum issues from the Dean and from the Doctoral Faculty.

The Ph.D. Program Committee shall concern itself with and provide oversight of other activities appropriate to ensuring a high quality doctoral program. Such activities can include, but not be limited to, doctoral student recruitment, admissions retention, advising, placement, and alumni relations.

The Ph.D. Program Committee shall develop research goals for the College and strategies for achieving those goals. It shall develop initiatives that will enhance the research reputation of the College.

A quorum shall consist of one-half plus one (1/2 + 1) of the committee members. The Ph.D. Program Committee may from time to time create special or Ad Hoc committees to carry out specific charge as assigned by the Ph.D. Program Committee. The charge to such special or Ad Hoc committees must fit within the boundaries of the Ph.D. Program Committee’s overall charge. Such special or Ad Hoc committees may include members who are not
members of the Ph.D. Program Committee, but all members must also be members of the Graduate Faculty. If the Ph.D. Program Committee chooses to form a special committee to focus on curriculum issues, that special committee shall have at least one member elected from each department, and those members must be members of the doctoral faculty.

**DOCTORAL DEGREE PROGRAM AREA**

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Business Administration. The interdisciplinary degree program offers five areas of emphasis: Accounting, Finance, Information Technology, Marketing, and Organization and Management Studies. The Ph.D. degree is awarded to candidates who have displayed an in-depth understanding of the subject matter and demonstrated the ability to make an original contribution to knowledge in their field of specialty.

**DOCTORAL DEGREE REQUIREMENTS**

See Graduate Catalog (Your graduate catalog of entry contains your degree requirements).

**M.B.A. Core Courses**

According to the UTSA Graduate Catalog, the Ph.D. in Business Administration, if a student does not have the appropriate graduate degree in a business-related discipline, foundation courses are required. A master's degree in business is multidisciplinary. Examples include the Masters in Business Administration and Masters in Business Management.

A master’s degree is considered business-related if it involves coursework comparable to a traditional Masters in Business Administration degree. Business-related master's degrees include, but are not limited to: MS Finance, MS in Computational Finance, MS Accounting, MS Information Systems, Masters in Business and Technology, Master of Science in Management (such as Stanford Sloan Master's Program), Masters in Technology Management. These degrees are usually offered by schools or colleges of business.

The determination of whether a student's master’s degree is "business-related" should be made when the student is admitted, or as soon as possible after admission. The departmental Ph.D. Advisor can petition to waive all foundation courses if a student's Master's degree is "business-related". The petition must include the master's program curriculum and the petition must be approved by the departmental Ph.D. Advisor, the College Ph.D. in Business Administration Program Committee, the COB Associate Dean of Graduate Studies, and the Provost, Dean of The Graduate School. When approved, this petition must be saved in the student's permanent record in order to document the student's official program of study.

If a student's master's degree is not at all business-related (such as an MS in Chemical Engineering) the student must take the required foundation courses, to be determined by the departmental Ph.D. Advisor.

If a student's master's degree is somewhat business-related (such as the Master of Entertainment Industry Management at CMU's Heinz school of Public Policy & Management), the departmental Ph.D. Advisor can petition to waive some of the foundation courses, based on the specific curriculum of the student's master's program. The petition must include the master's program curriculum and the petition must be approved by the departmental Ph.D. advisor, the College Ph.D. in Business Administration Program Committee, the COB Associate Dean of Graduate Studies, and the Dean of the Graduate School. When approved, this petition must be saved in the student's permanent record in order to document the student's official program of study.

**Progress toward the degree**

All students are expected to make reasonable progress toward the degree. Once a student has been admitted to candidacy for the Ph.D., the Ph.D. Advisor and department faculty will convene annually to review progress made by the student, once the Supervising Professor has submitted the Annual Milestones Feedback Form for Doctoral Students and Candidates through the Department Chair, and Program Director. If the student has not completed the
dissertation within two years of admission to candidacy, then the results of the annual review will be presented with recommendations to the Ph.D. Program Committee. The Ph.D. Program Committee will then recommend what actions, if any, are required and will then transmit its recommendations to the Ph.D. Program Director/Associate Dean of Graduate Studies who will determine the necessary actions.

_Recommended chronology for completing the degree requirements in a timely manner._

The following sequence summarizes some of the landmarks of progress that should be followed as closely as possible. Your Milestones Agreement Form will assist you in this process as discussed with your Ph.D. Advisor in your first semester.

**Year One**
- Meet with Program Director and attend Ph.D. Program Orientation
- Meet with discipline Ph.D. Advisor and discuss your Milestones
- Prepare and submit a preliminary Program of Study with Ph.D. Advisor, (include any graduate level classes to be taken / transferred) and send this to Ph.D. Program Committee for preliminary approval
- Complete requirements for conditional admission, if applicable
- Complete research methods courses and two other “research support” classes to begin major area course work – take courses based on Program of Study

**Year Two**
- Complete remaining course work based on Program of Study
- Select Supervising Professor/Doctoral Dissertation Committee Members by end of year
- Select Doctoral Dissertation Committee Members – committee consists of Chair, plus 3 additional members, (external member is usually recommended by supervising professor)
- Complete supervised teaching course
- Schedule, take, and pass Qualifying Examination administered by Qualifying Examination Committee
- Be recommended for Advancement to Candidacy by the Ph.D. Program Committee

**Year Three**
- Submit preliminary title of dissertation project to Ph.D. Program Committee
- Submit Dissertation Research Proposal to Supervising Professor/Doctoral Dissertation Committee Members for approval
- Conduct Research

**Year Four & following:**
- Complete research
- Prepare dissertation
- Complete dissertation, obtain Supervising Professor/Doctoral Dissertation Committee Members approval
- Set date for Dissertation Defense, notify the Program Director, Program Manager and publish the time, date, place and title of Defense, at least two weeks in advance
- Complete Program of Study and submit for final approval with Certification of Completion of Dissertation Form
- Take / pass Final Oral Dissertation Defense, submit two printed copies of the final dissertation to The Graduate School, along with one electronic copy to ProQuest.
ACADEMIC Policies and Procedures

Overview of the Sequential Procedures for Obtaining the Ph.D. Degree
(Approved by the Chair of the Doctoral Program for the College of Business)

The regulations for this degree comply with the general university regulations (refer to the UTSA Graduate Catalog, and specific chapter. In addition, the chapter on Doctoral Degree Regulations applies to doctoral students).

Phase 1: (From matriculation through admission to candidacy)

Assignment of Ph.D. Advisor

The Ph.D. Program Committee assigns a member of the graduate faculty as advisor to all students upon entering the Business Administration doctoral program. The Ph.D. Advisor serves as the chair of the area on the Ph.D. Program Committee. The Ph.D. Advisor in each area of study serves as counselor on academic matters and monitors and approves students’ progress in (a) successfully completing contingencies of admission, (b) drafting a preliminary Program of Study and completing the Program of Study form, and (c) selecting an area of research specialization and supervising professor.

Each discipline has a Ph.D. Advisor who is also the student’s temporary advisor until he or she selects a Supervising Professor and Dissertation Committee once advanced to candidacy. The Ph.D. Advisor’s duties are as follows:

- Recruits and advises Ph.D. students
- Coordinates with the Ph.D. Program Committee in selection of students
- Works with the Ph.D. Advisor and Ph.D. Program Manager to ensure all documentation is complete and correct
- Assigns Ph.D. students to faculty as research assistants
- Coordinates the schedule of doctoral courses with other disciplines and within the department
- Coordinates Ph.D. students’ selection of the Dissertation Chair

Qualifying Examination

All students seeking a doctoral degree must first be admitted to candidacy -- one of the requirements for admission to candidacy is passing a doctoral qualifying examination. The doctoral qualifying examination is administered after the completion of all required course work and before the student officially commences his/her chosen dissertation research. The purpose of the exam is to determine if the Ph.D. student has acquired the knowledge expected in his or her area of specialization. The Qualifying Examination will be scheduled at the end of the student’s course work and may be given up to twice a year. The Qualifying Exam Committee (QEC) with expertise in the student’s declared area of emphasis will prepare the exam. The QEC is responsible for preparation, administration, and evaluation of the Comprehensive Exam. The examination will cover information in the student’s declared area of emphasis will prepare the exam. The QEC is responsible for preparation, administration, and evaluation of the Comprehensive Exam. The examination will cover information in the student’s declared area of emphasis and will probe the student’s ability to broadly apply knowledge in the area and demonstrate understanding beyond simple factual recall. Students should anticipate that familiarity with the content of core courses outside the disciplinary areas may also be required to successfully answer questions on the exam. A committee representative will meet with the students being examined to discuss the format and contents of the exam.

Students will be notified of their results in a timely manner, by the QEC. The QEC will record their final decision on the Completion of the Qualifying Exam form and obtain final approval from the Dean of the Graduate School. A final approved copy will be filled in the student’s file with the Program Manager.

If students fail their examination, they will be permitted a second attempt only upon the recommendation, by majority vote, of the group of faculty members who graded the examination. No more than two attempts to pass qualifying examinations are allowed. Students who fail their examination will be notified and dismissed from their doctoral program accordingly. Results of the examination must be reported to the Ph.D. Program Committee, the
Dean, and the Dean of the Graduate School. Normally, the Qualifying Exam Committee (QEC) will be appointed by the Ph.D. Advisor of the specific area with the approval of the Department Chair.

Phase 2: (From admission to candidacy through granting of the degree)

Admission to Candidacy for the Ph.D.

Students seeking a doctoral degree at UTSA must be admitted to candidacy. To be admitted to candidacy for the doctoral degree in Business Administration, the student must comply with both university and program requirements and receive approval. Admission to the doctoral program does not guarantee advancement to candidacy. In order to be admitted to candidacy, the student must comply with the following requirements:

1. Satisfactory completion of all required course work (with the exception of Doctoral Research and Doctoral Dissertation classes)
2. An approved Interim Program of Study form on file with the Program Director
3. Report by the Qualifying Examination Committee that the student passed the Qualifying Examination
4. Report by the student’s Supervising Professor and other graduate faculty members, as appropriate, that the student has clearly evidenced the potential for productive and independent investigation
5. Be in good standing
6. Having satisfied both university and college requirements, be approved for admission to candidacy by the academic college with overall approval by the Program Director and Provost, Dean of The Graduate School

When criteria is met, the Supervising Professor will complete and submit an “Application for Admission to Candidacy for the Doctoral Degree” form forwarding for approval to the Provost, Dean of The Graduate School.

Any student who is admitted to the program to earn the Ph.D. degree should be admitted to candidacy within three years after enrollment. Any student who has not been admitted to candidacy within three years can continue in the program only after individual review and recommendation by the Ph.D. Advisor in the area of specialization through the Ph.D. Program Committee to the Ph.D. Program Director, and Provost, Dean of The Graduate School.

Selection of the Supervising Professor

After the student is admitted to candidacy, the graduate faculty member of the doctoral program (N.B., the proposed mentor must be selected from the core faculty of the selected emphases in the Business Administration program) who will serve as the Supervising Professor of the dissertation research shall be decided upon by mutual agreement among the candidate and the faculty member subject to approval of the departmental Ph.D. Program Committee.

Nomination of the Supervising/Doctoral Dissertation Committee

After passing the Qualifying Examination, the area Ph.D. Advisor and the candidate will make formal recommendations to the departmental Ph.D. Program Committee regarding the composition of the Supervising/Doctoral Dissertation Committee for the dissertation research. The dissertation committee will consist of at least four members including the supervising professor who consults with other members of the committee as work proceeds. The Supervising Professor (Dissertation Chair) must be a tenured professor in the student’s discipline. The external member can be from another department within the college, from another college within The University of Texas at San Antonio, or external to The University of Texas at San Antonio. Nomination is contingent upon the willingness of the designated person to serve on the committee. External members to the university must be first approved by the Graduate Council by submitting the required documents as indicated by the Graduate School and Graduate Catalog. The composition of the committee should, in principle, provide a group of research faculty who constitute an important resource to the candidate and his/her dissertation research. Their
functions are, with the Supervising Professor, to guide the candidate through the dissertation research and to certify
to the Ph.D. Program Committee that the candidate has, in fact, carried out a meritorious research investigation of
the caliber appropriate for a Ph.D. dissertation and, in their opinion, defended it satisfactorily and ultimately
provided such proof to the Provost, Dean of The Graduate School that an acceptable dissertation has been submitted
and that all degree requirements are completed.

Although the supervising professor provides day-to-day guidance to the student, all members of the committee are
available for consultation, and the student should feel free to ask for advice. The Dissertation Committee has general
responsibility for monitoring the student's research progress. These responsibilities include:

- Advising the student on the research and writing of the dissertation
- Approving the dissertation topic
- Helping student develop a dissertation proposal
- Accepting the dissertation proposal
- Arranging for the proposal defense
- Conducting the dissertation defense

Approval of the dissertation proposal and supervising committee

The Ph.D. Program Committee and the Program Director will review the recommendation of the proposal and
membership of the supervising committee. After approval by the Dean of the Graduate School of both the proposal
and the supervising committee, the candidate may register for the Dissertation course. Any subsequent change in
the composition of the supervising committee must be approved by the Ph.D. Program Committee and the Dean of
the Graduate School. It is sometimes necessary to change the membership of the dissertation committee prior to
completion of the dissertation. This procedure involves a petition to the Ph.D. Program Committee and approval
through administrative channels. The student should consult with his or her Ph.D. Advisor before initiating any
action. Changes in the committee should be completed well in advance of the final oral examination.

Supervision of the dissertation research

After approval of the Supervising/Doctoral Dissertation Committee, the supervising professor shall convene the
Dissertation Committee at appropriate intervals to discuss with the candidate his/her research progress and projected
future work. At least every six months afterward, the supervising committee shall meet with the candidate for
presentation of progress reports written and/or oral), so that the current status of the research may be evaluated and
direction of future work planned. If the external committee member is unable to attend these meetings, it is the
responsibility of the candidate and the supervising professor to provide this member with progress reports for review
and recommendations. It is essential that the Supervising/Doctoral Dissertation Committee be fully informed of the
research progress and be able to provide continued supervision throughout and that the Ph.D. Program Committee
receive research progress reports from the Supervising/Doctoral Dissertation Committee after each of its meetings
with the candidate. The Supervising/Doctoral Dissertation Committee may approve or direct alterations in the
research plans within the general context of the dissertation proposal. Major changes in the candidate’s research
status (such as selection of a new Supervising Professor, new Doctoral Dissertation Committee members, or a new
research question) must be reported and approved by the Ph.D. Program Committee and the Dean.

Dissertation Proposal

After the Qualifying Examination is passed, students will develop a dissertation proposal in consultation with their
dissertation committee. The proposal should include a summary of the following: the purpose and importance of
the study and the research questions; a review of the literature; the hypotheses to be developed and tested; the
methodology, techniques, and data sources, if any, to be used; and a time frame for completing the dissertation.
Specific requirements may be set forth by each student’s Department. A written dissertation proposal must be
submitted to members of the student’s Dissertation Committee at least two weeks prior to the proposal defense. All
dissertation committee members must approve of the proposal draft prior to scheduling the proposal defense.
Students will present and defend the dissertation proposal in a public presentation that is open to faculty and other doctoral students.

The dissertation proposal should:
- explain the basic idea of the dissertation topic
- present an overview of the background and related work in the field
- describe why the topic is original, challenging, and important
- state what kind of results are expected and present preliminary results, if any
- make a plausible argument that the results are obtainable within a reasonable amount of time

**Submission of the Dissertation**

Once all members of the Supervising/Doctoral Dissertation Committee agree that the research has progressed sufficiently for submission of the dissertation, a draft of the dissertation shall be submitted to the Supervising Professor and then to all members of the Dissertation Committee for review and recommendations. It is the responsibility of the candidate to follow the guidelines and deadlines for preparation and review of the dissertation. These guidelines/deadlines imposed by the Graduate School can be found on their website.

**Dissertation Defense**

In many ways, the dissertation should be the focal point of the student’s entire program. When the dissertation is in final form, it is circulated to the Dissertation Committee until approved. When all members of the committee agree, the final oral exam (defense of dissertation) should be scheduled. The candidate should request in writing to the Supervising Professor/Doctoral Dissertation Committee an agreed upon date to defend. The request for scheduling of the final oral exam is to be submitted to the Ph.D. Program Committee with appropriate notification as required by the committee. Notification to the Program Director, Program Manager, and the Provost, Dean of The Graduate School is required as well as publishing the time, date, location and title of Defense, at least two weeks in advance.

The final defense is conducted by the Supervising/Doctoral Dissertation Committee with the Supervising Professor as Chair. The defense of the doctoral dissertation will consist of two parts. (Subject to Doctoral Dissertation Committee’s discretion). The first is an open presentation of the dissertation open to all faculty and students. Following an open presentation of the dissertation findings, the Supervising Professor/Doctoral Dissertation Committee members conduct a closed meeting to determine the adequacy of the research and any further requirements for completion of the dissertation. If the dissertation is approved by the Supervising Professor/Doctoral Dissertation Committee members, the Supervising Professor notifies the Ph.D. Program Director and the Dean of the Graduate School of successful completion of the exam (defense) and that all degree requirements have been met. The Supervising Professor/Doctoral Dissertation Committee is responsible for preparing the required documentation for depositing the dissertation. This must be done no later than three weeks prior to the end of the semester. Awarding of the degree is based on the approval of the Supervising Professor/Doctoral Dissertation Committee members, approved by the Dean.

**Recommendation for Granting of the Degree**

Upon approval of the Supervising Professor/Doctoral Dissertation Committee’s favorable recommendation, the Supervising Professor will advise the Program Director and Program Manager that the candidate has fulfilled all requirements for the degree of Doctor of Philosophy. The Supervising Professor will complete the Certification of Completion of Dissertation Form. The candidate will complete a final Program of Study and obtain the required signatures as indicated on the form. The Supervising Professor/Doctoral Dissertation Committee will complete the required documentation attesting to completion of degree requirements and forward to the Program Manager immediately after the final defense. The Program Manager will obtain final signatures from the Dean and the Dean of the Graduate School. Upon final approval from the Provost, Dean of The Graduate School, the Program Manager will perform a degree audit and forward all documents to the Graduation Coordination Office for awarding of the degree.
Requirements and Regulations

Introduction
Students enrolled in the doctoral program in Business Administration in the College of Business are subject to all established requirements and regulations of The Graduate School at The University of Texas at San Antonio. Exceptions to established rules and issues not covered by determined guidelines will be decided by the Ph.D. Program Committee at the college. For ready reference, the UTSA Graduate School Catalog and Information Bulletin are available online.

Full-time Status
The minimum full-time course load for a long semester (fall and spring) is nine semester credit hours. The maximum course load individually should be determined by the student’s faculty advisor and the Ph.D. Program Committee involved however; only nine semester credit hours will be funded in the long semesters and three semester credit hours in the summer. Students should be aware that financial assistance may require registration for a minimum number of hours during specific semesters and this information will be detailed in their financial award letter that they agree to.

- The PhD in Business Administration is a full-time program. Students are required to take 9 semester credit hours in each of the long semesters (fall and spring), and 3 semester credit hours in the short semester (summer) until they have met (or nearly met) the degree requirements.

Assistantship
Doctoral students awarded an assistantship must adhere to the requirements as stated in their letter of commitment and contractual Memorandum of Appointment issued by the Associate Dean of Graduate Studies each semester. Such memorandum will advise the student of their period of appointment and assignment based on their Departments needs and input. For further information concerning employment at The University of Texas at San Antonio, please refer to the UTSA Human Resources (HR) website. Specific guidance for student employees can be found in the UTSA Handbook of Operating Procedures (HOP) located on the HR website.

Attendance Requirement
Students must attend classes as required. If a student fails to attend classes or fulfill commitments and does not notify his or her Ph.D. Advisor and Supervising Professor, their stipend may be suspended, and procedures will begin to ascertain whether or not the student should be dropped from the doctoral program.

- Course Attendance – Doctoral students are expected to attend all classes and to complete all assignments on time. Every effort should be made to avoid absences. Unexcused absences will not be tolerated. When the instructor of a required doctoral class feels that a student has excessive absences*, the UTSA Handbook of Operating Procedures (HOP) policy will apply.

*If a student has more than one unexcused absence in a class which meets once weekly, or more than two unexcused absences in a class which meets twice per week, the absences are considered to be excessive.

- Department Seminar Attendance – Doctoral students are also expected to attend all departmental research seminars. Every effort should be made to avoid absences. Unexcused absences will not be tolerated.

- Withdrawing from Doctoral Courses – If a doctoral student withdraws from a required doctoral course with:
  1. A record of excessive absences*, or
  2. With a record of performance which would earn a failing grade (to date), the withdrawal will be treated, administratively, as if the student had earned a grade of “F” in the course.
**Common and Discipline Specific Coursework**

Students are expected to take at least 9 hours of course work each long semester and 3 hours in the summer. The model program of study is a minimum requirement. Students may be expected to take additional work to develop skills necessary to support their dissertation. After this coursework is completed, students will take research and dissertation credit.

**Waiver of Courses**

With the approval of the Ph.D. Program Committee and the Program Director/Associate Dean of Graduate Studies, the committee may waive certain required courses, based on the student’s previous graduate course work or experience. These hours will be accepted in the form of credit for the course material rather than by application of credit hours applied directly to the student’s transcript. Submission of a “Petition for Waiver of University-wide Requirements” Form must be completed and submitted through the appropriate channels for approval. This must be done before a student is admitted to Candidacy.

**Course Substitutions**

Students are expected to complete all of the courses specified as requirements for the degree in their Graduate Catalog of entry (and subsequent Programs of Study). Exceptions may be allowed for cases where a specific required course is not offered on a regular basis. Submission of a “Course Substitution Form” must be completed and submitted through the appropriate channels for approval. Course Substitution Forms should be approved before the student registers for the course to be substituted.

**Transfer of Credit**

Students are expected to complete all course work at UTSA. Exceptions require approval of the appropriate Ph.D. Program Committee, the Graduate School, and the administrative office responsible for graduate education. Work counted toward the award of another degree at another institution cannot be transferred. Additional information can be found in the UTSA Graduate Catalog.

**Teaching Requirement**

Because teaching is an important part of the role of being a faculty member, every doctoral student will teach for their area of study as directed by the Ph.D. Program Committee and the Department Chair.

**Fitness to Practice**

It is expected that doctoral students and candidates be both mentally and emotionally fit, in addition to meeting academic standards. Doctoral programs involve a connection of synergistic relationships between and among students, faculty and staff, bound through mutual respect, trust and a dedication to understanding. Progress toward completion of the degree is measured on three dimensions:

1. academic progress and standing related to academic coursework  
2. motivation and ability to conduct research, and  
3. development and maintenance of good relationships with faculty, students, and staff

**Milestones Agreement Form**

Doctoral programs in The University of Texas System are required to use the Milestones Agreement Form to develop an agreement between each student entering a doctoral program and the department administering the program. The Milestones Agreement Form will address time-to-completion and meeting program expectations. Students entering a doctoral program are required to sign the Milestones Agreement Form and to work with program faculty on a regular basis in order to assess progress toward the milestones identified by their program. Doctoral students will be evaluated annually on their milestones achievement (in addition to their overall academic progress
monitored by university officials), or as needed. Supervising Professors are required to evaluate their student(s) and complete the evaluation by the end of the summer semester each year. They will review with their students in a one-on-one environment. If a student is not reaching a milestone a separate action plan must be submitted. These will be reviewed by the Department Chair, Chair of the Ph.D. Program Committee for the college, and the Associate Dean of Graduate Studies.

**Misconduct**

Students are responsible for knowing and observing The University of Texas at San Antonio “Procedures and Regulations Governing Student Conduct and Discipline” and the *Rules and Regulations of the Board of Regents of The University of Texas System*. Additional information can be found online in the UTSA Graduate Catalog and the Information Bulletin.

**Continuation, Probation and Dismissal**

See the UTSA Graduate Catalog and Information Bulletin for further information.

**Withdrawal**

See the UTSA Graduate Catalog and Information Bulletin for further information.

**Leave of Absence**

Please note that there is no guarantee that the financial award will be reinstated if it was offered initially to the student. See UTSA Graduate Catalog, Chapter on Doctoral Degree Regulations for further information.

**Medical and/or Mental Health Withdrawal from the University**

See Information Bulletin for further information.

**Financial Support**

Applicants awarded financial support will receive support for the four years, contingent upon availability and conformance/compliance with requirements listed below. Continuation of annual support is determined by the Ph.D. Program Committee and the Program Director/Associate Dean of Graduate Studies. Financial assistance will be awarded to students in the form of teaching and/or research assistantships at the amount indicated in their commitment letter. Tuition and fees at the in-state rate will also be waived / paid not to exceed nine semester credit hours in the fall and spring, and three semester credit hours in the summer semester. Award contingencies are as follows:

- Must be enrolled in 9 SCH in the fall and spring semesters, and 3 SCH in the summer semester
- A **minimum** GPA of 3.0 must be maintained in all coursework
- Teaching /Research Assistantship appointment
- Overall satisfactory performance in the program
- Scholarships and funding from other sources must be reported to the Associate Dean of Graduate Studies. **Note:** Additional scholarships can affect your College of Business assistantship funding – this does not include awards solely for dissertation
- Outside employment is not authorized for those receiving this financial support, verification of employment may be made if necessary
To facilitate your academic experience please be aware of the following:

- Financial support **will not** be awarded for periods of time in which you are not enrolled in the required number of credit hours nor will it be awarded for those not in residence, and not in good standing
- You must review your Program of Study and Milestones with your Ph.D. Advisor or Supervising Professor to be sure they meet curriculum requirements / goals and ensure eligibility for financial support
- You must obtain prior approval from your Ph.D. Advisor or Supervising Professor prior to registering for any courses
- You must have periodic contact with your Ph.D. Advisor and your Supervising Professor to be sure you are on track with your courses and/or other program requirements

**Registration for Dissertation**
Doctoral candidates may register for Dissertation course credit (73xx) only after all of the following actions have been taken:

- Approval of Admission to Candidacy for the Ph.D. by the Provost, Dean of The Graduate School
- Approval of the dissertation research proposal by the Ph.D. Program Committee
- Approval of the membership of the candidate’s Dissertation Committee by the Provost, Dean of The Graduate School

**Graduation and Commencement**
Further information is available through the UTSA Registrar and Graduation Coordination Office online.

**APPENDICES**

**University and College of Business Required Forms for Doctoral Students**

Completion of the Qualifying Exam  
Application for Candidacy for the Doctoral Degree  
Appointment of Doctoral Dissertation Committee  
Dissertation Proposal Approval  
Certification of Completion of Dissertation Requirements for Doctoral Degree

The above forms are attainable through The Graduate School website at [http://graduateschool.utsa.edu/faculty-staff/doctoral-forms/](http://graduateschool.utsa.edu/faculty-staff/doctoral-forms/)

- Program of Study (Program Specific/Provided by Department)  
- Milestones Agreement  
- Ph.D. Program Requirements/Options
## MILESTONE Agreement Form

Timeline Illustration for PhD Students in __________________________ Degree Plan

Background courses needed_____ MBA Core needed_____ No additional-level coursework needed_____

(Tick if needed, enter N/A otherwise)

**Graduate Catalog of Entry** must follow these degree requirements along with Doctoral Degree Regulations Chapter.

(Enter catalog year above)

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Expected Time of Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review degree requirements and milestones agreement form with Ph.D. Advisor</td>
<td>First Semester – Due By Dec 1</td>
</tr>
<tr>
<td>... Submit preliminary Program of Study (PoS) and initial Milestones Form</td>
<td></td>
</tr>
<tr>
<td>Ph.D. Advisor or Supervising Professors submits Annual Progress Report</td>
<td>Annually – Due Sep 1 (report progress for previous academic year)</td>
</tr>
<tr>
<td>or Milestones Written Annual Feedback Form</td>
<td></td>
</tr>
<tr>
<td>Load Curriculum Vitae (CV) into Digital Measures (AACSB Requirement for</td>
<td>By end of student’s 1st year in the program</td>
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<td>Instructors)</td>
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</tr>
<tr>
<td>Complete required coursework for degree</td>
<td>By end of the student’s 5th long semester in the program (unless additional coursework is required)</td>
</tr>
<tr>
<td>Successful completion of all qualifying exams (oral and/or written)</td>
<td>By the end of the 5th long semester in the program</td>
</tr>
<tr>
<td>needed to advance to candidacy</td>
<td></td>
</tr>
<tr>
<td>Select Dissertation Chair</td>
<td>By the end of the 5th long semester in the program</td>
</tr>
<tr>
<td>Dissertation Committee Appointed and Approved</td>
<td>By the end of the 5th long semester in the program</td>
</tr>
<tr>
<td>Review student’s progress with dissertation committee</td>
<td>Annually (or as needed)</td>
</tr>
<tr>
<td>Dissertation Proposal Completed and Approved</td>
<td>By the end of the 7th long semester in the program</td>
</tr>
<tr>
<td>Apply for Advancement to Candidacy</td>
<td>By the end of the 7th long semester in the program</td>
</tr>
<tr>
<td>Dissertation completed, successfully defended, and approved by committee</td>
<td>End of 5th Year</td>
</tr>
<tr>
<td>Dissertation filed/accepted by Graduate School</td>
<td>End of 5th Year</td>
</tr>
<tr>
<td>Exit interview completed and submitted to Survey of Earned Doctorates (SED)</td>
<td>End of 5th Year</td>
</tr>
<tr>
<td>Other program specific requirementsDescribe:</td>
<td></td>
</tr>
</tbody>
</table>

Note: The expected timing of milestone achievements (above) will be longer if the entering student needs additional coursework. This form is provided for the purpose of informing students about the academic milestones that they will be expected to reach in order to earn their Ph.D. degree as well as when they are expected to complete these milestones. Students are expected to reach each milestone within the specified time period in order to make satisfactory progress through the program. Students who are not making satisfactory progress may lose funding, be placed on academic probation, or be dismissed from the program.

**Student Acknowledgement:**

(Print Name) 
Date: __________________________

(Signature)

**Form completed by:**

(Print Name) Ph.D. Advisor 
Date: __________________________

(Signature)
**College of Business**  
**Ph.D. Business Administration Program Requirements/Options**

**Recommended Steps for Completing a Ph.D. in Business Administration / ___________________________ Degree**

*Note: Only a few items form this broad list of degree requirements will be required for a given Ph.D. program. Always check with your Ph.D. Advisor or Supervising Professor for the most complete description of degree requirements.*

<table>
<thead>
<tr>
<th>Required</th>
<th>Recommended</th>
<th>Does Not Apply</th>
<th>Ph.D. Program Requirements/Options</th>
<th>Required</th>
<th>Recommended</th>
<th>Does Not Apply</th>
<th>Ph.D. Program Requirements/Options</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Complete Milestones Agreement Form with Ph.D. Advisor</strong> Form 1</td>
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<td></td>
<td>Enroll in dissertation hours</td>
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<td><strong>Plan course work – file Interim Program of Study (PoS) with Ph.D. Advisor.</strong> Form 2</td>
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<td>Develop timeline for dissertation completion with supervisor</td>
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<td></td>
<td><strong>Complete any required background coursework.</strong></td>
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<td>Attend Graduate School Dissertation formatting Webinars &amp; Workshops</td>
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<td><strong>English Language Assessment Procedure (ELAP) if needed Not Funded by College or University</strong></td>
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<td>ProQuest (Review FAQ’s &amp; Submission Requirements online)</td>
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<td><strong>University Compliance Training (on-line) / Safety Training, as required</strong></td>
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<td>Begin dissertation data collection and / or dissertation fieldwork</td>
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<td><strong>Proseminar/Introduction to faculty and faculty research</strong></td>
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<td>Continue to develop research proposal/proposal review</td>
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<td><strong>Learn research protocols</strong></td>
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<td><strong>Defend research proposal Dissertation Proposal Approval Form 5</strong></td>
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<td><strong>Maintain active student status by registering for courses fall, spring and summer semesters while receiving college funding</strong></td>
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<td>Pass project proposal and defense</td>
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<td><strong>Complete Teaching Assistant requirement (GBA 7103 Doctoral Teaching Seminar) to be taken before teaching for Department</strong></td>
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<td><strong>Apply for candidacy Application for Admission to Candidacy Form 6</strong></td>
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<td><strong>Satisfactorily complete first year paper</strong></td>
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<td><strong>Apply for Graduation / Register to attend convocation / order regalia</strong></td>
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<td><strong>Annual Progress Report or Milestones Written Annual Feedback Form</strong></td>
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<td><strong>Contact committee members to schedule date for defense/defend</strong></td>
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<td><strong>Complete required doctoral coursework for degree</strong></td>
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<td><strong>Submit Final Defense Date Notification to Graduate School via College of Business Office of Graduate Studies (OGS) (Two-week notice required)</strong></td>
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<td><strong>Complete Pre-Qualifying/Pre-Comprehensive Exam Procedure</strong></td>
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<td><strong>Send Final Defense Announcement to your faculty and peers.</strong></td>
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<td><strong>Prepare for major exams</strong></td>
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<td><strong>Approval of Ph.D. Program Committee Chair that degree requirements are met</strong> <strong>(Final PoS) and Certification of Completion of Dissertation Form 7</strong></td>
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<td><strong>Qualifying Exam Committee (QEC) established and identified</strong></td>
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<td><strong>Submit dissertation to the Graduate School by deadline</strong></td>
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<td><strong>Pass all written and/or oral qualifying exams</strong></td>
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<td><strong>Complete Exit Interview at Graduate School</strong></td>
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<td><strong>Completion of the Qualifying Exam Form 3</strong></td>
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<td><strong>Complete Survey of Earned Doctorates</strong></td>
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<td><strong>Write and submit research proposal</strong></td>
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<td><strong>Out process with Department</strong></td>
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<td><strong>Satisfactorily complete second year paper</strong></td>
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<td><strong>Other:</strong></td>
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<td><strong>Define area of specialization/Identify dissertation topic</strong></td>
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<td><strong>Appointment of Doctoral Dissertation Committee Form 4</strong></td>
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</table>

*Items in bold are forms required by the Graduate School for all doctoral students and will be used to meet milestones and degree audit.*