GOIZUETA PHD PROGRAM HANDBOOK

GBS PhD Program Office

ACADEMIC YEAR 2023-2024

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Purpose & Goals

The PhD program in business at Goizueta Business School prepares students for academic careers in business at research institutions. The full-time, five-year program includes coursework in core and specialized areas, including research methodology and statistical analysis, mentoring relationships for research and teaching, as well as independent research and professional development components. The program of rigorous study is designed to prepare highly qualified candidates for careers in research and teaching in five areas of study, which are described in the next section.

While the PhD program in business is delivered by the Goizueta Business School (GBS), it is important to know that it is a degree program of the Laney Graduate School (LGS). Therefore, most policies and requirements are dictated by LGS with some specific and additional GBS requirements. Students and faculty should also consult the LGS Handbook for more details on policies and procedures.

Program Office Structure

The PhD program in business is managed by a current staff of three in the roles of Associate Dean (also known as the Director of Graduate Studies or DGS by LGS standards), the Director of Admissions & Student Services (also known as the Program Administrator or PA by LGS standards), and an administrative professional.

Areas of Study

Accounting

The doctoral program in Accounting examines the production and use of financial information through the lens of theories adapted from the social sciences, especially economics and psychology. Students will gain expertise in microeconomics, psychology, and/or other foundational disciplines in the social sciences, as well as statistics, research methods, and accounting research.

Finance

The Finance doctoral program examines issues such as portfolio selection, risk analysis, and contingent-claim pricing on capital budgeting and money management based on both developments of theory and on empirical tests of hypotheses that are made feasible by a large and increasingly accessible body of relevant data. The doctoral program in Finance is designed to provide students with a strong course background in economics, statistics, and mathematics.

Information Systems and Operations Management

Information is a core concept in business, and information systems embody the essential processes that transmit, translate, and transform information within and between businesses. The Information Systems track focuses on these phenomena from the standpoint of management practice, enterprise opportunity, and market possibilities. Operations Management is a central business function that is concerned with the effective management of developing new products and services, as well as the logistics operations of production and distribution. Research in this area covers a wide array of topics and builds upon a variety of disciplines including economics, statistics, psychology, and operations research.

Marketing

The PhD Marketing program balances solid grounding in the fundamentals of marketing with the flexibility to customize according to individual student interests. Students take required courses on substantive research as well as the tools for conducting research, in addition to electives from any number of Emory University's other programs.

Organization and Management

We live in a society where organizations are the engines of technology and social innovation, the foundations of careers, and the bases of social diversity. The study of organizations is at the forefront of the social sciences — a multi-disciplinary endeavor that draws on psychology, sociology, political science, and economics. The Organization & Management (O&M) program prepares students for research and teaching careers in organization theory/economic sociology ("macro" track) and organizational behavior ("micro" track).

Requirements to Degree

Requirements for the PhD include specific coursework, ethics training, teaching training, and completion of one or more summer research papers and a dissertation, in addition to other requirements. These requirements are summarized in this section. The PhD is normally completed in a five-year period. The chart immediately below summarizes a typical student's expected progress, including key deadlines. Courses and other requirements are explained in more detail in this Handbook.

	FALL	SPRING	SUMMER
1st YEAR	Core/Area Coursework BUS 701	Core/Area Coursework	Summer research paper
2nd YEAR	Core/Area Coursework TATT 600 JPE 600	Core/Area Coursework	Summer research paper Comprehensive exams (ISOM, Finance)
3rd YEAR	Dissertation proposal Preliminary exams (ACT, MKT, O&M) TATT 605 (fall or spring)	Dissertation Proposal	Dissertation proposal
4th YEAR	Dissertation proposal **Candidacy by Sept. 15** TATT 610 (fall or spring)	**Defend dissertation proposal by March 15** Dissertation research BUS 704	Dissertation research
5th YEAR	Dissertation research	Dissertation defense	

I. Residence and Registration Requirements

Full-time students must enroll for a minimum of nine (9) credit hours each semester to fulfill residence requirements. Students must accumulate a minimum of 54 hours in course or seminar work at the 500 level or above to achieve candidacy (see below). Students enter "tuition paid" status, which indicates that students will only be charged student fees no matter what they register for, once they complete 54 hours. To keep using Emory's facilities, such as the library, computer center, or PE center, a student must be registered for coursework. Courses must be taken for letter grades, and a B average (GPA = 3.0) must be maintained.

In addition to formal coursework, all students receiving stipends are required to perform approximately 10 hours per week of either research assistance or teaching assistance for a faculty member each semester. RA/TA assignments are discussed in greater detail below.

Students who receive a stipend are expected to devote themselves full-time to their studies. While receiving stipends, external employment is not permitted without express permission from the DGS. Approval for such employment will be awarded only in unusual circumstances.

II. English Language Assessment

All degree-seeking students, regardless of citizenship status or educational background, whose first language is other than English must take the LGS English Language Proficiency Test or receive an exemption from the ELSP testing director before registering for degree classes or participating in TATTO. This assessment is not used in the admissions process, but for teaching recommendations and placement of students who need English language support.

III. Advisor

Building relationships with faculty mentors is part of successfully completing the doctoral program. The Doctoral Area Coordinator will assign each student a faculty advisor upon arrival on campus. Students can request a different advisor as their work progresses. This typically occurs as students begin to develop their dissertation topic but can occur earlier if the students' research interests change. Once the student has developed a dissertation topic, the dissertation chair typically becomes the student's advisor.

Advisors are expected to maintain regular contact with their advisees even if the advisor is on leave: to provide comments on papers/dissertations in a timely manner; to participate in creating and evaluating comprehensive or preliminary exams; and to otherwise assure that their advisees make satisfactory progress in the program.

IV. Required Courses

Students must take

- Three to four Area-specific research seminars (varies by Area, see Appendix D)
- Seven to nine Core Theory and Methods courses (varies by Area, see Appendix D)
- Jones Program in Ethics courses (JPE 600, four sections of JPE 610, sessions embedded in BUS 701)
- Master teaching seminar (BUS 704)
- Teaching training seminars (TATT 600, 605, 610)

V. Summer Research Paper(s)

All Areas require students to complete a research proposal or paper during the summers of their first and/or second years in the program, either as part of preliminary exams or as a stand-alone requirement. Specific requirements vary across the Areas—see Appendix D for details. In general, students will present their research papers to the faculty as part of the evaluation process during the fall term following the requirement.

VI. Comprehensive/Preliminary Examination

All areas require successful completion of a comprehensive exam or preliminary exam. Accounting, Finance, and ISOM students take a comprehensive exam in summer after the second year. This exam tests that the student has achieved satisfactory knowledge of coursework materials. Marketing and O&M students take a preliminary exam that is tailored to the student's chosen area of research. This exam includes an oral presentation of the student's second-year summer paper plus additional components and is administered in late summer of the second year or early fall of the third year. See Appendix D for details by Area.

VII. Teaching Instruction and Mentoring

All students must complete teaching training. The training consists of coursework, including the Graduate School's Teacher Assistant and Teacher Training Opportunities (TATTO) program and Goizueta's teaching seminar (BUS 704). As is explained in more detail in another section, the TATTO program provides students with classroom experience with a teaching mentor.

VIII. Admission to Candidacy

Candidacy status is an indication that a doctoral student has developed sufficient mastery of a discipline to conduct original research in his or her field. The student should submit an application for candidacy immediately upon the successful completion of the requirements above, apart from TATT 610 and JPE 610, which can be completed after candidacy is achieved.

Candidacy must be achieved by September 15th of the fourth year. Students who do not achieve candidacy by this date will be placed on academic probation, will not be eligible for PDS funds, and their stipends will be suspended until candidacy is achieved.

IX. The Dissertation Proposal

Starting the Process

To begin the dissertation process, the student should identify a faculty member to serve as dissertation advisor and dissertation committee chair. The chair must be an Emory Graduate Faculty member from the student's Area of specialization. If the chair of the committee is not a tenured faculty member with a primary appointment in the student's Area, the committee composition must include at least one tenured faculty member with a primary appointment from the student's Area and the committee must be approved by the Doctoral Area Coordinator. If a student chooses to have co-chairs, both co-chairs must be Emory Graduate Faculty members, and at least one co-chair must have a primary appointment in the student's Area. Identification of a chair typically occurs during the student's third year. Note that it is the *student's responsibility* to find an appropriate chair in a timely manner. After the student selects a topic and makes an initial assessment of the viability of the research, the student works in consultation with the chair to develop a dissertation proposal.

The Committee

The student selects a dissertation committee in consultation with their dissertation advisor/committee chair. The doctoral dissertation committee must be comprised of at least three Emory Graduate Faculty members. Committee members may be drawn from the faculty of the Business School or other departments of Emory University, with at least one member drawn from outside the student's Area. Faculty members from outside Emory can be included on the committee only if the DGS and the LGS Dean approve. See below. The dissertation committee cannot exceed six members.

External Committee Member

If the student wishes to have a faculty member from outside Emory included on the dissertation committee, the external member must be approved by the dissertation advisor, the DGS, and the Dean of LGS. After the dissertation advisor has approved the outside member, the student should provide the DGS with the following information: (a) a message stating that the advisor has approved this request; (b) a summary paragraph describing the dissertation project; (c) a paragraph explaining how this external member will contribute to the project; (d) a listing of committee members; and (e) a recent CV for the external member. If the DGS approves of the external member, the student will include these materials when submitting the dissertation committee (discussed below) to LGS.

Committee Approval

GBS requires students to obtain approval of their committee before the dissertation proposal defense. Students do so by submitting a one-page summary of the logic behind the committee composition to the DGS. In the event of a change in the committee after the initial approval and before the dissertations defense, the student must update the one-page summary and resubmit it to the DGS for re-approval. In the event a committee member leaves Emory before the dissertation defense, students should consult with their advisor and the DGS for guidance on how to proceed with the composition of their committee. This is to ensure that the student has the support and guidance needed to complete the dissertation project.

The Dissertation Proposal

The dissertation proposal generally consists of a Literature Review and a Research Plan. The Literature Review should: (a) be a comprehensive review of the student's area of research; (b) identify limitations in this body of research; and (c) describe how the student's research will contribute to the relevant field of business. The Research Plan should demonstrate the feasibility of the project. It should contain detailed information on: (a) the research question; (b) sample size and selection methods; (c) method of data collection, including drafts of survey instruments, if applicable; (d) method of analysis; and (e) timeline for phases of the project. Some projects may require preliminary or pilot results to demonstrate feasibility. The proposal should further specify whether the dissertation will have a traditional thesis format or a three-paper format (see dissertation section below for more detail on these formats).

Dissertation Proposal Defense

In consultation with the dissertation advisor, the student will schedule a dissertation proposal defense and make the proposal available to committee members at least 10 days before the scheduled defense. Ten days prior to the scheduled defense, the student will also notify the PhD Program Office of the defense timing and location and provide an electronic copy of the paper. The PhD Program Office will invite other GBS faculty.

At the defense, the student will provide a brief presentation to explain and defend the proposal. All members of the committee must be present at the proposal defense, either in person or by synchronous remote access. The dissertation committee will evaluate whether the proposal is feasible, whether the dissertation will make a meaningful contribution to the relevant literature, and whether the student can complete the dissertation. Other faculty (but not students) may be present at the evaluation. All committee members must approve of the dissertation proposal for a successful defense. Committee members sign a dissertation committee form to evidence their approval. The student then submits the signed dissertation committee form to notify LGS and obtain LGS approval for their committee.

Students must successfully defend their dissertation proposal and submit their dissertation committee form by March 15th of their fourth year. Students who do not meet this deadline will be placed on academic probation, will not be eligible for PDS funds, and their stipends will be suspended.

Human Subjects

If the proposed research requires data collection with human subjects, the student must obtain certification for working with human subjects and approval for the study from the Emory Institutional Review Board (IRB) before recruiting participants or collecting data. Please see the IRB website for details. The Experimental Research Lab Manager can provide further information and help. Typically, the student will need to list their advisor as PI and the advisor will review and submit the IRB application. The IRB approval process can take up to six weeks, so students should prepare their application well in advance of beginning the research.

X. Completing the Dissertation

Dissertation Format and Style

Students can use either the traditional thesis (book) format or a set of three related essays for the dissertation. The former investigates a well-defined question or area of study over a cohesive set of distinct but related dissertation chapters. The second option bundles three essays on related topics into a dissertation. If students choose the essay option, at least one of the essays must be solo-authored. Two (rather than three) essays can be sufficient for a dissertation only if both essays are solo-authored. Finally, for all co-authored essays, the student needs to be the primary author. This implies that a paper co-authored by two students can be used as an essay in the dissertation of the student who is the primary author, but not in the dissertation of the other student.

LGS has strict requirements for dissertation style and preparation. Please see http://www.gs.emory.edu/academics/policies/completion.html and navigate to “Submit” for these requirements.

Dissertation Progress

Keeping in close contact with the dissertation advisor during the dissertation process is essential to timely completion of the program. Students should submit outlines or drafts of chapters to their chair and possibly other committee members for review. Drafts typically go first to the dissertation chair and chairs can coordinate with other committee members in reviewing early drafts.

Dissertation Defense

In consultation with the dissertation chair, the student will schedule an oral defense of the dissertation and make the dissertation available to committee members at least 10 days before the scheduled defense. At that time, the student will also notify the PhD Program Office of the defense timing and location and will provide an electronic copy of the dissertation. The PhD Program Office will invite other GBS faculty.

The student will present the dissertation in a seminar to which GBS faculty are invited. All members of the committee must be present at the dissertation defense, either in person or by synchronous remote access. The dissertation committee will evaluate whether the dissertation is acceptable. All committee members must agree. This agreement is evidenced by committee members’ signatures on the dissertation signature page.

Students are strongly encouraged to complete their dissertation in their fifth year of study, or, if necessary, the sixth year. LGS allows up to seven years for the completion of the PhD. Under exceptional circumstances, LGS may grant one or two one-year extensions. Students seeking extensions should submit their request to the DGS.

Students cannot propose and defend their dissertation during the same academic term.

XI. Application for the PhD Degree

The Application for Degree should be submitted during the semester in which the student anticipates receiving the degree. Students must be registered during the semester that they expect to receive their degree. The deadline for submitting the application is early in the semester and if the deadline is missed, a late fee will be assessed.

The deadline for Electronic Theses and Dissertations (ETC) submission is about five weeks before the end of the term. The Report of Completion of Requirements for Doctoral Degree is submitted at the same time. For a schedule of deadlines for all paperwork that must be submitted to LGS, please see the Academic Calendar published by LGS. The student and their advisor must work together to meet the guidelines and deadlines set by LGS.

Enrollment

Academic Advising / Course Selection

Students will be required to meet with their advisor (*who should have expertise in the student's chosen subject area*) and the Area's Doctoral Coordinator to put together a curriculum plan for the first two years of the doctoral program (two-year course plan). The two-year course plan must be approved by the student's advisor and submitted to the PhD Program Office for DGS approval by December 1st of their first fall term. Any subsequent changes to the approved curriculum plan must be approved by both the student's advisor and the Area Doctoral Coordinator. Any changes in advisor must be approved by the Area Doctoral Coordinator.

Credit Hour Load

Students must take at least nine credit hours per term to maintain their tuition scholarship.

How to Check Your Enrollment in OPUS

1. Go to> www.opus.emory.edu
2. Log in using your Emory network username & password
3. Your personal Student Center home page will automatically open
4. Under the Academics tab, click on "My Academics"
5. Choose "My Class Schedule" and the appropriate term to review your enrollment

Course Enrollment and Research Contracts Each Term

In addition to the two-year course plan, every third-, fourth-, and fifth-year student will submit to the PhD Program Office a spring Term Research Contract in mid-January, a summer research contract by the end of May, and a fall research contract by mid-August. Students complete the research contracts by working with their advisors to specify at least three benchmarks for evaluation of research progress during the term. Satisfactory/Unsatisfactory grades for research credits will be awarded based on a comparison of the benchmarks in the research contracts and actual accomplishments.

Registration

Cross-Registration Procedure – Emory Classes

The procedure for registering for electives offered by other (non-Business) departments at Emory involves three quick steps:

1. Make sure your faculty advisor and Area Doctoral Coordinator approve of your elective choice(s).
2. Contact the professor offering the course to get permission to take the course. Most professors are pleased to have GBS students, but it is important to check with them prior to registration, especially if there are limits on class size.
3. Next, forward the faculty's approval email to the PhD Program Office. The PhD Program Office will contact the department program manager and get you enrolled in the course.

Cross-Registration Procedure – ARCHE

(Atlanta Regional Consortium for Higher Education)
Emory participates in the Atlanta Regional Consortium for Higher Education (ARCHE) cross-registration agreement. Students may take courses on a "space available" basis at member institutions if the course is not being offered concurrently at the home institution. Students should note that cross-registration is allowed only during fall and spring semesters.

Before cross-registering, graduate students must obtain permission from their advisors. Many participating schools require certain immunizations before cross-registering. Students will be required to produce copies of immunization records before cross-registering at other schools. Students who are unable to produce proof of immunization will not be allowed to cross-register.

All immunization records that are filed with Student Health Services during orientation will be sent to the institution where students are requesting enrollment. This is a mandatory step in enrolling in an ARCHE course.

Students may request enrollment in no more than one course per term through ARCHE.

Goizueta students must register by deadlines to complete and submit the cross-registration form to the PhD Program Office.

Application: http://registrar.emory.edu/Students/arche.html.

Course Waivers

LGS and GBS have agreed on the following policy for waiving core curriculum requirements: A student who has studied the same material at the same depth and breadth as that covered in a required course may petition for a waiver of the course. The petition must be accompanied by documentation of the successful completion of the substitute course, such as a syllabus and transcript for the course, or successful completion of the final exam for the course being waived, or independent work with the Graduate School faculty teaching the course being waived and that instructor's certification of the successful completion of the work. The petition must be approved by the Doctoral Area Coordinator in the student's Area and by the DGS prior to the student reaching candidacy.

Directed Study - BUS 797R

Course Description:
Research in fields of special interest or supervised study covering areas not specifically included in existing courses may be undertaken under the direction of a Graduate Faculty member with the consent of the DGS.

Enrollment Procedure:

1. A student planning to enroll in BUS 797R must seek the sponsorship of a Graduate Faculty member by discussing with them the parameters of the research and/or study that would be done by the student and the basis on which the student's performance will be evaluated. The content of BUS 797R must not duplicate content available of existing courses. The student will need to complete the Directed Study form, sign it, and obtain the signatures of the sponsoring faculty member and the DGS.
3. By signing the form, the sponsoring faculty member: (a) indicates approval of the proposed directed research/study; (b) agrees to advise the student during the research/study; and (c) agrees to award a grade upon the completion of the course. Conducting the research/study is the student's responsibility.
4. The student should forward the completed and signed form to the Doctoral Program Director for registration in the BUS 797R Directed Study course.
5. Each BUS 797R-accepted proposal bearing the signatures of the student, the sponsoring faculty member, and the DGS becomes a part of the student's file.

RA/TA Assignments

All students receiving stipends are required to perform approximately 10 hours per week of either research assistance or teaching assistance for a faculty member each semester. The RA/TA work is not directly compensated, but it is a condition of receipt of the student's stipend. This work should be formative in nature – that is, it should teach the student relevant teaching and research skills – while also being helpful to the faculty member.

The Area Doctoral Coordinator will make RA and TA assignments at the beginning of the semester, attempting to match student and faculty preferences as well as faculty demand for assistance. Students should be assigned as RAs (rather than TAs) if possible, except when they are satisfying their Teaching Assistantship (TATT 605) or Teaching Associateship (TATT 610) requirements (described below), during which time they will serve as TAs. TA assignments outside the requirements for the TATTO Teaching Assistantship or Teaching Associateship must be approved by the DGS.

Each faculty member supervising a student's RA/TA work will participate in the student's annual performance evaluation and provide input on his or her satisfaction with the student's performance in these tasks.

Learning to Teach: TATTO (Teaching Assistant Training and Teaching Opportunity)

LGS sponsors a Teaching Assistant Training and Teaching Opportunity (TATTO) program for graduate students. All PhD students are expected to participate in TATTO. Students are required to have two one-semester teaching experiences that build upon one another, as described below. TAs work up to 10-12 hours per week on average. TA work associated with TATTO is compensated by the student's stipend, so students may not receive additional compensation for TA work associated with TATTO assignments. Any paid TA assignments must occur after the student has completed the TATTO sequence of courses and must be approved by the DGS.

TA assignments are made by the Area Doctoral Coordinator and DGS with the goal of matching requests by faculty and graduate students. TATTO assignments will be recorded in Term Research Contracts that each student must complete prior to the beginning of each term.

The TATTO program has the following structure:

1. Training Workshop (TATT 600): This required training workshop is typically held immediately prior to the week in which fall semester begins. Students take the course between their first and second years. The workshop is designed to prepare students for their teaching assignments.
2. Teaching Assistantship (TATT 605): After taking TATT 600, students act as a Teaching Assistant (TA) for at least one semester during their third year in the program (they are assigned as Research Assistants (RAs) the other semesters). During this semester, students assist a faculty member in the teaching of a course. TA responsibilities may include attending class, assisting students, writing examination questions, grading exams or papers, and leading discussions or labs.
3. Teaching Seminar (BUS 704): By spring of the fourth year, students take BUS 704. This course provides students with opportunities to discuss the context of teaching, characteristics of good teachers, diversity in the classroom, problems of instruction, and issues of evaluation. In addition, students develop substantive and non-substantive goals, as well as lecture and discussion materials, assignments, and exam questions.

4. Teaching Associateship (TATT 610): After students have completed the TATT 605 and BUS 704 requirements (typically during the fourth year or sometimes spring of the third year), the student completes a Teaching Associateship. The TATT 610 Teaching Associateship involves many of the same duties as the Teaching Assistantship in TATT 605; however, the student can be expected to work more independently and supervise other teaching assistants and/or graders. In addition, the TATTO program specifies that the student should give at least one guest lecture. A faculty member (typically the instructor for the course) should guide, observe and evaluate the student's teaching performance. At the end of the term, the evaluator will record the evaluation, review it with the student, and provide a copy to the PhD Program Office. Doctoral students may request students' evaluations of their classroom performance in advance of the end of the term from the GBS Instructional Technology team.

   NOTE: Students who do TA work beyond TATT 605 and 610 must seek approval from the DGS before doing so. They may wish to ask for student evaluations of their teaching to include in their portfolios.

IMPORTANT: Students MUST register for the appropriate TATT classes to fulfil LGS requirements. Those doing the Teaching Assistantship should register for TATT 605 (a two-credit course graded S/U), while those doing the Teaching Associateship should register for TATT 610 (also a two-credit course graded S/U). Failure to register will affect the student's status. Students must also include this course in the relevant Term Research Contract.

Jones Program in Ethics

All students are required to participate in the Jones Program in Ethics of LGS. More information can be found here: www.gs.emory.edu/professional-development/jpe/index.html.

The program consists of three elements. Completion of elements (1) and (2) is required for candidacy. Completion of all elements is required for graduation. The elements are:

1. JPE 600 – A six-hour core course offered through LGS in collaboration with the Center for Ethics. Participation in this course will be recorded on your transcript.
2. BUS 701 – Survey of Research Methods. This course, offered in the Fall term of the first year, will include six hours of program-based ethics material as required from LGS.
3. JPE 610 – Students are required to take a minimum of four educational sessions (workshops, training sessions, or lectures) sponsored by LGS of your own choosing. Students will register for these sessions individually and participation will be recorded on the student's transcript. A LGS listserv email will be sent with announcements of schedule/offerings.

Continuance and Academic Performance

Graduate School Continuance and Academic Probation

LGS sets the minimum standards a student must meet for satisfactory academic performance. Programs may establish more stringent standards. LGS defines unsatisfactory academic performance as follows:

- A GPA in any semester of less than 2.7,
- Receipt of a grade of F or U in any course,
- Receipt of two or more incompletes in a semester.

A student whose academic performance is deemed unsatisfactory will be placed on probation for one semester. During the probationary semester, the student must receive no failing grades, must reduce the number of incompletes on his or her record to one, and must attain a cumulative GPA of at least 2.7. During probation, the student will not be allowed to take incompletes in any courses without permission from LGS. A student who fails to meet the above conditions will be placed on probation for a second semester. LGS will terminate a student who merits a third consecutive probationary semester unless the program provides written justification for the student's continuation and LGS grants approval.

Any student who meets the conditions of probation described above will be reinstated to good standing. The reinstatement happens automatically, and the student will not be notified of the action. The DGS or the Program Director should discuss with the student the terms and conditions of probation and of reinstatement to good standing.

Probationary status is not limited to students enrolled in coursework. If students are not making satisfactory research progress, they will be assigned a grade of "unsatisfactory". This will place the student on academic probation. Once on probation, a student must make improvements in their research progress or risk going on probation for a second semester. If they get a second grade of "unsatisfactory", they are placed on a second probationary period and will be terminated by the LGS unless the program intervenes.

For more information regarding Academic Performance, please refer to the LGS Handbook, which can be found under Requirements, Policies, and Procedures: http://gs.emory.edu/handbook/.

Additional GBS Continuance and Probation Criteria

GBS has two additional criteria for probation. First, if a student's cumulative GPA falls below 3.0, they will immediately be placed on academic probation by GBS. Failing to accomplish a 3.0 or higher GPA at the end of the following semester is grounds for dismissal. Accomplishing a minimum cumulative GPA of 3.0 will end the term of probation.

Second, if a student receives a B- in a full (3 credit hour) Business School course or two half (1.5 credit hour) Business School courses, they will immediately be placed on academic probation by LGS. An additional B- in any Business School course is grounds for dismissal.

Students on academic probation do not have access to their support accounts or other University funding during the term of probation. See the section on PhD Support Accounts for more information.

Annual Assessment

Each doctoral student will be evaluated at least annually on how well they are developing and demonstrating the ability to independently do high-quality research. Indicators of this may include (but are not limited to) performance in the following categories:

1. Coursework
2. First- and second-year summer paper(s)
3. Comprehensive exam
4. Progress on Dissertation
5. Participation in seminars
6. Independent research
7. Research with faculty
8. Presentations at leading academic conferences
9. Publications & submissions to leading journals
10. Other professional development activities

The assessment process begins with a self-assessment. Each student who has completed at least one year in the program will submit an annual self-assessment to their Area Doctoral Coordinator by September 1st. The self-assessment should be a brief narrative describing the student's performance on any applicable items from the list above. It is helpful if the student also identifies their strengths and weaknesses and sets goals for the next year. The self-assessment will serve as the basis for an annual evaluation and feedback organized by the student's advisor and the Doctoral Area Coordinator. Area Doctoral Coordinators will provide a summary assessment of all area students to the PhD Program Office by October 1st.

Incomplete Work

Course work should be completed within the semester of registration. Faculty members should take care to assign work that can be completed within the semester and students should strive to complete all work during the semester. On rare occasions, when assigned work cannot be completed in the semester of registration, the instructor assigns a grade of "I" (incomplete), and then changes the grade to the earned grade when work is completed. **However, if the work is not completed and the grade changed within one calendar year, the grade automatically changes from "I" to "F".** At this point, the grade can only be changed by the instructor petitioning LGS with compelling reasons.

Terminal Master's Degree

Students who do not complete the PhD program may be eligible to earn a terminal master's degree—the Master of Science in Business. This degree will be awarded exclusively to students who enroll in the PhD Program in Business but leave it after completing a subset of the requirements of the PhD degree. It is not available to continuing students. The master's degree requires successful completion of a thesis. See Appendix E for more information.

Funding

Your Personal Student Financial Accounts

You can check the status of your Student Financial Accounts through the OPUS system.

1. Go to> www.opus.emory.edu
2. Log in using your Emory network username & password
3. Will automatically open to your personal Student Center home page
4. Under the Finances tab, click on "Billing/Account Inquiry"

Should you have questions about your account, please contact:
Student Financial Services – student.financials@emory.edu OR call 404-727-6095.

Student Health Insurance

GBS offers all PhD students paid health, vision, and dental insurance coverage. Health and dental insurance will be offered through Emory's student health plan and vision insurance is offered through an independent provider. Dependents can be added at the student's expense. Insurance coverage will continue as long as the student remains in good standing and receives a stipend. Students who have insurance through spouses, significant others, or parents may decline this insurance if the coverage is comparable to Emory's plan.

GBS PhD Support Accounts

GBS will make available to each student making satisfactory progress towards the PhD a total support budget of $1000 per year for the first five years in the program. The purpose of these funds is to support students' research and professional development. The PhD students' support budgets will be subject as much as possible to the same guidelines as exist for Faculty Support Accounts at GBS. As they become available, the funds may be used to purchase or collect data, purchase software or hardware, register for travel and training opportunities, etc.

In addition, Professor and Mrs. Sheth's generosity and support provides a Sheth Fellowship of $1,000 to students when they pass their comprehensive exams. Total research funds available throughout your program are $6,000. These funds are managed by the PhD Program Office and are not directly deposited into the students' bank accounts.

Every expenditure from a student's support budget must be documented by an original itemized receipt and approved by the student's Advisor or Doctoral Area Coordinator, either by standing agreement or by signature. The Director of Admissions and Student Services can advise you on whether explicit approval by signature is required in any particular case, but in general you should seek prior approval for any non-routine purchase and any expenditure over $1,000. All purchases of hardware/technology must be approved by the PhD Program Office and, if they exceed $200, must be purchased for the student by Goizueta Technology Services.

Important: Funds become available to students in their second year of the program. Requests for access to funds prior to that must be accompanied by approval by the student's advisor.

Students on academic probation do not have access to their support budgets during the term of probation.

Laney Graduate School Professional Development Funds

LGS also makes available to GBS PhD students several funding opportunities for data procurement, training, and conference travel. These funding opportunities are more fully described at:
https://gs.emory.edu/professional-development/pds/index.html

Steps in the PDS Process

1. Applications must be completed prior to expenditure and signed by your faculty advisor and your DGS. Please start this process as soon as you know your estimated costs. The application link is here: http://www.gs.emory.edu/professional-development/pds/apply.html
2. All flights must be booked through Emory Travel using the CTM Portal. If you are anticipating using LGS funds – PLEASE apply well enough in advance of your expenses so that you can get approval of LGS funds prior to making any purchases. The calendar of application deadlines is here: www.gs.emory.edu/professional-development/pds/calendar.html
3. On your trip – make sure you keep ALL itemized receipts as all reimbursements must be accompanied by an itemized receipt (registration fees, airfare, lodging, meals, and ground transportation). Expense and budget guidelines are here: http://www.gs.emory.edu/_includes/documents/sections/professional-development/pds-handbook.pdf
4. Once you return, you will need to complete a "Report on PDS Funds". The link to that form is here: http://www.gs.emory.edu/professional-development/pds/reports.html

PDS Reimbursement Procedures

Reimbursement procedures and policies for LGS Professional Development Funds were updated as of 5/1/2022. All PDS Conference, Training, or Research Funds reimbursement requests should now be submitted to the PhD Program Administrative Assistant **immediately after approval notification** from LGS/CollegeNet. This process must be initiated by the student directly after approval. The student will need to submit:

- PDS Funds Approval email
- New Supplier Information (SIF) Form (for direct deposit)
    - https://finance.emory.edu/home/procurement/support-center/index.html
- Non-resident Forms (if applicable for international students)
    - If the student holds a J-1 visa, they will need to supply a copy of their DS2019
    - If the student holds an F-1 visa, they must include ALL of the following:
        - Copy of passport
        - Copy of visa stamp
        - Copy of I-20 for F-1
        - Copy of I-94
        - W-8 or SI Form

Upon completion of the funded activity, the student must submit a PDS Conference, Training or Research Report (http://www.gs.emory.edu/professional-development/pds/reports.html) to the PhD Program Administrative Assistant. This submission must be initiated by the student immediately after the funded activity. Students who do not use all of their PDS award must notify the PhD Program Administrative Assistant with a copy of the PDS Funds Return Form (email LGS.profdev@emory.edu for this form) and mail the form and any *unused funds balance greater than $50* via check made payable to "**Emory University**" to LGS Finance (Administration Building Suite 209, 201 Dowman Drive, Atlanta, GA 30322).

Students are no longer required to submit receipts for PDS Funds reimbursements unless also requesting reimbursement for additional funds from the PhD Program Office. However, we strongly recommend that students obtain and keep itemized receipts for all expenditures related to any Emory-sponsored funding.

GBS Reimbursement Procedures

Every expenditure for which you seek reimbursement must follow a specific set of guidelines for approvals for reimbursements to be met:

- All meal/dining receipts must be itemized. Please ask the server at any dining establishment that you attend to provide you with an itemized receipt. If you do not obtain an itemized receipt, you will need to complete a "lost receipt affidavit" to get reimbursed.
- All online purchases, including Amazon and conference registration fees, are required to have an itemized receipt as well. For Amazon, the email receipt must say "shipped" to be processed. A receipt that only has the word, "ordered" will not be approved. Please make sure that you use your name and Goizueta's address as your shipping address, as shipping to personal residences is not reimbursable.
- All travel expenditures must follow specific guidelines for being reimbursed. Travel policies are outlined here: https://www.finance.emory.edu/home/procurement/travel/expense-policy.html
- All receipts must show proof of payment. Receipts that simply state, "total" or "amount due" will not be approved. The receipt must outline the transaction by showing that the amount was "paid" or show a zero balance. The last four digits of the credit card used must be displayed as proof of payment, or a transaction report from the card used to purchase must be supplied.
- If you are requesting reimbursement using funds other than your research/support budget, know that your reimbursement will have to go through additional approvals and therefore take additional time. While receipts are no longer required documentation for PDS funds, you must supply your PDS approval letter and coordinating receipts if you are requesting reimbursement from your support account as well as PDS.
- Before purchasing data or software licenses of any kind, you must check with the Director of Research Computing to see if access is already available. Data purchases usually require contracts and therefore must go through the Director of Research Computing and the Director of Contracts Management for approval before the Office of Procurement signs the contract and procures the license on behalf of GBS. The price of this license may be covered by your research budget with the proper approval. Review of contracts can take as long as two weeks, and possibly longer for more complex agreements that involve non-disclosure agreements and specific data security and protection clauses. Please allow for this review process in your planning timeline.
- Hardware/technology must be approved by the PhD Program Office prior to purchase. Any purchase that exceeds $200 must be made through Goizueta Technology Services. Please submit such requests to the PhD Program Administrative Assistant, who will then contact GTS.

Updated Travel Policy

Two major things to keep in mind:

1. **Please plan ahead**. It is imperative that you budget your support funds from GBS and LGS carefully and start collecting approvals ahead of time. If you plan to apply for PDS funds from LGS, apply early so that you know what funds will be available when you need to book your travel. If you plan to use your GBS support budget, make sure that you have an annual plan and a career plan so that you do not end up short on funds when you need something critical.
2. Please discuss all travel plans with your advisor before booking any travel.

Airline reservations

Airline reservations must be made through the University's online travel system found at: https://www.finance.emory.edu/home/procurement/travel/index.html

You must use your own personal credit card to book your travel at this time. You must also have the travel approved by your advisor and access to the necessary funds in your support budget. At your request, the PhD Program Office can provide your updated remaining balance.

If using PDS funds from LGS – again, apply enough in advance that you get approval prior to booking travel. Once funds are approved and you have submitted the necessary forms to the PhD Program Administrative Assistant, your approved funds will be dispersed to you for immediate use.

If you do not book your airfare through the University's travel site, you will not be reimbursed for the airfare unless you obtain written permission from travel@emory.edu, which must be submitted with your receipts when requesting reimbursement.

Reservations through Emory Travel (Concur)

All travel reservations are now expected to be made through the University’s online travel tool (Concur). The standard model, and the expectation, for faculty and for you, is to pay the travel expenses as incurred and request reimbursement when the trip is complete. You can pay your expenses with cash, credit card, or debit card in most cases, so make sure you have personal access to one of these forms of payment. Payment via gift card is not accepted. Payment via PayPal and Venmo requires additional documentation (credit card transaction reports or credit card/bank statements).

Please note: when you go on the job market, you will be expected to book your flights and be reimbursed by host schools after the travel is completed. Sometimes there is a lag of more than a month, so please plan ahead to meet these expenses. Some of our students receive between six and ten campus visit invitations, so this will not be a trivial expense. Your support account is not available for campus visit expenses.

Laney Graduate School Emergency Loan Fund

The purpose of the LGS Emergency Loan Fund is to help students through unexpected financial crises, such as illness, family job loss, and delays in other types of funding. The maximum loan amount is $1,000. A student who receives an emergency loan must sign a promissory note agreeing to repay the loan within 89 days of issue. Emergency loans are interest free for the 89-day period. More information is available here:
https://graduateschool.emory.edu/funding/emergency_loans.html

Emory Alliance Credit Union Loan Program

The Emory Alliance Credit Union offers loans to doctoral students. Please consult with the PhD Program Office for more details and contact information.

Appendix A: Honor Codes and Nondiscrimination Statement

Laney Graduate School Honor Code

We require an acknowledgement of your commitment to, and understanding of, the LGS Honor Code before you may begin classes. The Honor Code Agreement (provided during LGS orientation) is intended to underscore the importance of our Honor Code, and the importance we place on academic integrity in our community. LGS policies include an Honor Code, a Conduct Code, and other policies. These policies are collected in the LGS Handbook, available on the LGS website:
http://www.gs.emory.edu/academics/policies-progress/conduct.html.

Goizueta Honor Code

Students in the Goizueta Doctoral Program are also expected to abide by the Goizueta Honor Code which is in effect in all Goizueta courses and classrooms. Full text of the Goizueta Honor Code can be found here:
https://community.bus.emory.edu/program/FullTimeMBA/policies/Pages/HonorCode.aspx.

Emory University Nondiscrimination Statement

Emory University is an inquiry-driven, ethically engaged, and diverse community dedicated to the ideals of free academic discourse in teaching, scholarship, and community service. Emory University abides by the values of academic freedom and is built on the assumption that contention among different views is positive and necessary for the expansion of knowledge, both for the University itself and as a training ground for society at large. Emory is committed to the widest possible scope for the free circulation of ideas. The University is committed to maintaining an environment that is free of unlawful harassment and discrimination. Pursuant to the University's commitment to a fair and open campus environment and in accordance with federal law, Emory cannot and will not tolerate discrimination against or harassment of any individual or group based upon race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, veteran's status, or any factor that is a prohibited consideration under applicable law. Emory University welcomes and promotes an open and genuinely diverse environment. This policy is a republishing of the Emory University Equal Opportunity and Discriminatory Harassment Policy, which previously was published at:
http://www.emory.edu/EEO/equalopportunitydiscriminatoryharassment.htm

Appendix B: Contacts

Goizueta Business School Contact List

Associate Dean and Director of Graduate Studies
Professor Ilia Dichev
ilia.dichev@emory.edu

Director of Admissions & Student Services, PHD Program Office, W422
Allison Gilmore
allison.gilmore@emory.edu

Computing or Network Support Desk
GBSIThelp@emory.edu
Please go through the PhD Program Office for all GBS IT requests!

Room Reservations Email: Contact the PhD Program Office or your area admin.

Faculty Service Center, GBS 431 (mailroom, supplies, shipping)
service_center@bus.emory.edu

Main School Fax, located in Faculty Service Center 404-727-6313

Area Doctoral Coordinators (by academic area for 2022 - 2023)

Accounting – Suhas Sridharan
sridharan@emory.edu

Finance – Shehzad Mian
shehzad.mian@emory.edu

ISOM – Rajiv Garg
rajiv.garg@emory.edu

Marketing – Michael Lewis
mike.lewis@emory.edu

O&M – Ozgecan Kocak
ozgecan.kocak@emory.edu

Laney Graduate School Contact List

Vice Provost for Academic Affairs and Dean of Graduate Studies
Kimberly Jacob-Arriola – lgsdean@emory.edu 404-727-2600

Director, English Language Support Program and Global Engagement
Heather Boldt – hboldt@emory.edu 404-727-8075

Assistant Dean, Student Affairs
Jennifer Cason – jcason2@emory.edu 404-727-2661

Assistant Director, Students Affairs & Wellness
Claire DePalma – claire.depalma@emory.edu 404 727 0676

Chief Diversity Officer & Associate Dean, Diversity, Inclusion and Community Engagement
Amanda Marie James – amandamariejames@emory.edu 404-727-2815

Senior Associate Dean
Jeffrey Staton – jeffrey.staton@emory.edu 404-727-6559

Associate Dean, Finance and Operations & Chief Business Officer
Surabhi Vittal – surabhi.vittal@emory.edu 404-727-4879

Executive Administrative Assistant to the Dean
Sarah Haigh Hauk – sara.hauk@emory.edu 404-727-2540

Associate Dean, Academic Operations & Director, Admissions and Recruitment
Ulf Nilsson – ulf.nilsson@emory.edu 404-727-6999

Interim Assistant Dean, Professional Development and Career Planning
Mike Suh – lgs.profdev@emory.edu 404-727-2295

Senior Director, Advancement and Alumni
Monica Pollsetty – monica.polisetty@emory.edu 404 778 4632

Director of Enrollment and Record Processes
Tamika Hairston – tamika.Hairston@emory.edu 404-727-6033

Manager, Enrollment and Academic Records
Renee Webb – rlwebb@emory.edu 404-727-4870

Appendix C: Personal and Institutional Information and Resources

Student Information

Personal Information

It is important to keep your address and other personal information (personal email, updated banking account information), current with the University's OPUS system. In addition, international students are required to immediately notify ISSS of an address change. Address changes must be made in two separate OPUS accounts. One is your student OPUS account, and the other is the HR OPUS account.

Instructions for HR OPUS Access

1. Sign into OPUS (www.opus.emory.edu) with your Emory ID
2. Select "Self Service"
3. Select Campus Personal Information"
4. Make necessary changes and "save"
5. If your address changes during your time in the program, please update your OPUS account as an incorrect address can affect reimbursements and payroll.

Economics Tutor

GBS will make an economics tutor available to all first-year students. The PhD Program coordinates the choice of economics tutors with the Economics PhD Program and helps develop a schedule for tutoring sessions.

Professional Development

Communication specialists with business school training and work experience can help with writing, editing, public speaking and presentation development. These services, available at a charge to the student, can help with drafting papers, finalizing articles for publication, strengthening presentation skills and improving communication effectiveness.

Contact Information for Editorial Services:
Oxford Editing Online Service (www.oxfordediting.com)

Contact Information for Presentation Coaching:
Jim Karwisch 404-272-1212 | jim.karwisch@gmail.com

Residency

The University calendar has regular breaks from classes in the fall, spring, summer, and for major holidays. The faculty at Goizueta use these breaks from classes to spend some productive time on their research. Of course, we understand that you will take some time off, but our expectation is that you will be on campus 11 months of the year, the same as faculty.

Computer

Each student is provided with a computer by GBS and is responsible for the care and security of his or her assigned machine. The computer remains the property of GBS during your time in the Program and is to be returned when you leave the Program. Students are responsible for repairs (following the warranty period) and loss of the computer. Students are strongly encouraged to keep their machines secure at all times. Emory-issued hardware is to remain on campus at all times, unless express written permission is given otherwise. Any requests to GTS should be made through the PhD Program Office.

Faculty Information

Evaluation and Feedback Process

1. Each Area will perform an assessment of the progress of each of its doctoral students in September of each year. Students will provide a self-assessment to the Area Doctoral Coordinator by September 1st as an input into this process.
2. Each student will be provided feedback by the Area Doctoral Coordinator or a member of the Area faculty designated by him/her. Absent highly unusual circumstances, feedback will be provided in a face-to-face meeting with each student.
3. A copy of the completed Annual Assessment form will be forwarded by the Area Doctoral Coordinator to the Doctoral Program Office by October 1st.
4. If a student is assessed as performing below Area expectations, the Area will alert the Director of the Doctoral Program to the proposed course of action. This could include providing the student with appropriate feedback and support, putting the student on probation, or, in extreme cases, recommending that the student be asked to leave the program.
5. The DGS, in consultation with the Area Doctoral Coordinators and Laney representatives, will make a final determination and notify the student of the result (e.g., being put on probation).

Graduate School Faculty

The Program Office maintains a list of Graduate School Faculty. Only such faculty are eligible to serve on dissertation committees. In addition, only Graduate School faculty are expected to teach PhD seminars at GBS.

Emory University and Laney Graduate School Resources

Counseling Center

The Emory University Counseling Center provides free, confidential counseling and referral for enrolled undergraduate, graduate and professional students. Individual, group, couple and family counseling sessions are available. Consultation, outreach and educational workshops are provided. The Counseling Center is in Room 217 of Cox Hall and is open from 8:30 –5:00 p.m. Counselors are on call in case of emergency.
http://www.emory.edu/SCOUNSEL/

Disability Services
Emory University is committed to ensuring that all university goods, services, facilities, privileges, advantages and accommodations are meaningfully accessible to qualified persons with disabilities in accordance with the Americans with Disabilities Act of 1990, Sections 503 and 504 of the Rehabilitation Act of 1973, and other federal, state and local laws. Accommodations are available for permanent, progressive, and temporary health conditions. Confidentiality is honored and maintained. Direct questions to the Office of Disability Services at 404-727-9877.
http://www.ods.emory.edu/about.htm

Grievance Policy
Students who have a grievance related to some aspect of their experience in the Business PhD Program should report it to the DGS. The student should describe the grievance and relevant details in a letter addressed to the DGS, who will try, if possible, to resolve the grievance in conversation with the student and relevant parties. If this is not successful, the DGS will appoint a committee of three Business PhD faculty members (or faculty members outside the Business PhD Program, if the situation warrants) or use an existing standing committee, who will review the grievance and propose an appropriate response. If it is impossible to resolve the grievance within this committee or within the framework of the Business PhD Program administrative structure, the DGS will forward the grievance to the Office of the Senior Associate Dean of LGS. From this point forward, the grievance will be handled according to the Grievance Procedure outlined in the LGS Handbook. If the issue is with the DGS, the student should go directly to the Senior Associate Dean of LGS.

Health Services
Emory University Health Services offers a wide range of services and is located at 1525 Clifton Road. Details are on their website: http://studenthealth.emory.edu/hs/

Housing
The Emory University Housing Office provides services for students seeking to reside in university housing. For information about applying to live in housing and other matters, visit their website: http://www.emory.edu/HOUSING/GRAD/gradhouse.html

International Students and Scholars Services

The mission of the ISSS is to facilitate global education and cultural exchange at Emory University through services and programs for Emory international students and scholars and to the wider community with whom they interact. ISSS recognizes for itself and for those it serves the importance of acknowledging and affirming values of personal integrity, responsibility, trust, acceptance of diversity, and respect. ISSS creates an educational and cultural bridge between and among Emory international students and scholars, the Emory community, and the broader community of Atlanta, the state of Georgia, and the United States. The ISSS Office is in the North Decatur Building (1784 North Decatur Rd.) in Suite 130. The telephone number is 404-727-3300.
https://www.isss.emory.edu/

Student Financial Services

The Office of Student Financial Services is charged with maintaining all student accounts at Emory University. They are in Room 101 of the Boisfeuillet Jones Center and the telephone number is 404-727-6095.
http://studentfinancials.emory.edu/

You can also check the status of your Student Financial Accounts through the OPUS system.

1. Go to> www.opus.emory.edu
2. Log in using your Emory network username & password
3. Will automatically open to your personal Student Center home page
4. Under the Finances tab, click on "Billing/Account Inquiry"

Should you have questions about your account, please contact:
Student Financial Services – student.financials@emory.edu OR call 404-727-6095

The Office of Financial Aid is also located within the Office of Student Financial Services and is responsible for the processing of all federal funds (loans). The office is located on the third floor of the Boisfeuillet Jones Center and can be reached at 404-727-6039.
http://www.studentaid.emory.edu/

Office of Lesbian, Gay, Bisexual and Transgender Life

Emory University's Office of Lesbian/Gay/Bisexual/Transgender (LGBT) Life is an administrative office housed within the Division of Campus Life, offering programs and services designed to improve the campus climate and create an open and welcoming environment for LGBT students and employees. The Office is in Room 246E of the Dobbs University Center and the telephone number is 404-727-0272.
http://www.lgbt.emory.edu/

Office of Multicultural Programs

The Office of Multicultural Programs and Services provides an environment where students can obtain services that contribute to their success in the academic community. They approach service delivery from a holistic perspective, meeting intellectual, emotional, social, and physical needs of students. The Office is in the Dobbs Residential Center, Suite 348, and can be reached at 404-727-6754.
https://isss.emory.edu/life_in_the_us/cultural_support_orgs/office_of_multicultural_programs_and_services.html

Office of the Registrar

The Office of the Registrar maintains official student records and issues all transcripts. The office is in Room 100 of the Boisefeuillet Jones Center.
http://www.registrar.emory.edu

OPUS – Online Pathway (to) University Students

Students may view their student academic records and student financial accounts online via OPUS. OPUS can be accessed at: https://www.opus.emory.edu.

Release of student information (FERPA)

To assist in the application of FERPA and the University's Policy on the Confidentiality and Release of Information about Students, the following is offered as an abbreviated guideline. The general rule is that no information, applications, forms, letters, records, transcripts, etc. may be released, whether in writing or orally, without prior written consent, dated and signed by the student, specifying the records to be released, the reasons for such release and to whom the records are to be released. Additionally, the student's email address must be removed from all distribution lists. Upon receipt of the written request, letters can be written verifying enrollment status, GPA, degree completion, probation status, and department of enrollment. Information, defined by the University as "directory information", may be released without prior written consent from the student provided the student has not filed a "release no information" request with the University. Directory Information for a given student includes whether the student is currently enrolled, the school or division in which the student is or was enrolled and his or her class/year, dates of enrollment, degree or degrees earned (if any), date of degree, major area of concentration and academic honors received, awards of merit and participation in officially recognized activities and sports, addresses and telephone numbers, and electronic mail address.

Appendix D: Curriculum Requirements by Area

Students in all Subject Areas are required to complete ethics and teaching training as specified in the main document. These courses include **TATTO 600, 605, 610; BUS 704; JPE 600, 610 (four sessions)**. Additional requirements, including BUS 701, which combines core methods and ethics training and is required for all Areas, are listed by Area program below.

Accounting Curriculum Requirements

CORE THEORY AND METHOD (7)*	
BUS 701 – Survey of Business Research Methods	Required
Three core discipline courses from relevant discipline(s) as approved by advisor. The following are recommended for most Archival students: ECON 600 – Microeconomic Theory I ECON 601 – Microeconomic Theory II	Required
Three core methods courses from relevant discipline(s) as approved by advisor The following are recommended for most Archival students: ECON 620 Probability and Statistics ECON 621 Econometric Methods ECON 721 Advanced Microeconometrics Experimental students are recommended to take a statistics sequence covering regression and ANOVA (such as BIOS 500 and 501 or PSYCH 560) and advanced courses relevant to their chosen area. Note that ECON 526 Quantitative Methods is a pre-requisite for the Micro, Macro, and Econometric core courses.	Required
AREA SEMINARS (4)	
ACT 710 – Accounting Research I	Required
ACT 711 – Advanced Topics in Accounting Research I	Required
ACT 712 – Accounting Research II	Required
ACT 713 – Advanced Topics in Accounting Research II	Required

*In certain circumstances, as approved by the student's advisor and the Doctoral Area Coordinator, students may elect to substitute formal directed readings or independent study courses for one core theory and/or one core methods course, such as substituting the SAS/STATA/Financial Databases Independent Study course offered by Ron Harris every other year for one core methods course, or a sub-discipline-specific directed readings course for one core theory course.

First-year summer paper. In early fall of their second year, students will present a first-year summer paper. The first-year paper should include a complete introduction, hypothesis development, and research design sections of a paper. If the student is planning to use archival data, then some statistical work and presentation of results is expected. The paper should be the student's own work, although consultation with a faculty advisor is recommended and eventual co-authorship is allowed. The student will provide a brief proposal of the first-year summer paper to their advisor and the doctoral area coordinator by June 15, the complete paper is due by August 31, and the presentation is due by September 30. If the proposal or the paper is inadequate, the student will have no more than three weeks to correct the deficiencies. Only in extraordinary cases beyond the student's control will the presentation be delayed beyond September 30.

Written exam. At the end of the second year of coursework, students will take a written exam, which is composed of two parts. The first part (day 1) is a comprehensive closed-book exam covering the content of the doctoral seminars. The second part (day 2) is an area-specific exam tailored to the student's research interests. Prior to the exam (no later than May 15), the student and their advisor will define an area of interest for purposes of the exam, defined by a reading list (typically 30-50 papers) or several (typically 3-5) streams of research. The written exam will be coordinated and scheduled by the accounting doctoral program coordinator and will be administered no later than June 30. Within two weeks after the written exam, the student will meet with the doctoral seminar instructors, the student's advisor, and the Accounting Doctoral Coordinator (or a subset) to review the student's performance on the exam, obtain feedback on the student's answers, and answer follow-up questions about the exam. For a student who fails any question on the exam, the Accounting Doctoral Coordinator and the student's advisor will determine an appropriate remedy from a range of potential remedies (including re-taking the failed parts, performing follow-up reading, or other activities). If the student does not remedy the failure(s), the student may not continue in the program. Any remedy must be completed within 90 days of the submission of the original failed portion of the exam.

Second-year summer paper. In early fall of their third year, students will present a second-year summer paper. The second-year paper is to be a complete research study that is an original piece of research with a research question, a set of testable hypotheses, a research design, and data analysis (except to the extent that additional or different subjects are needed for an experiment, additional data collection from a field research site remains to be performed, or a hand-collected data set needs to be expanded). The scope and quality of the project should be of a standard that could eventually be submitted to a journal. The paper should be the student's own work, though consultation with a faculty advisor is recommended and eventual co-authorship is allowed. A proposal for the summer paper (5-10 pages) should be submitted to the student's advisor by May 15. If the proposal is inadequate, the student will be given until 6/15 to correct the deficiency. The complete paper is due by September 30, and the presentation is due by October 15.

Finance Curriculum Requirements

CORE THEORY AND METHOD (8)	
BUS 701 – Survey of Business Research Methods	Required
ECON 600 – Microeconomic Theory I	Required
ECON 601 – Microeconomic Theory II	Required
ECON 620 – Probability and Statistics	Required
ECON 621 – Econometric Methods	Required
ECON 526 – Quantitative Methods	Required
ECON 721 – Advanced Microeconometrics	Required
ECON 722 – Time Series Econometrics	Elective (Can replace with another statistical methods course)
AREA SEMINARS (4)	
FIN 722 Finance I	Required
FIN 723 Finance II	Required
FIN 724 Advanced Topics in Finance I	Required
FIN 725 Advanced Topics in Finance II (half course)	Required
FIN 726 Finance III (half course)	Required

The Finance qualifying exam will be taken early in June following the completion of the second year of coursework. The exam may include questions on any topic covered in the required Finance courses.

Finance has a second-year summer paper, but no first-year summer paper. The second-year summer paper should have a well-framed question and motivation, a design to address the question, at least preliminary results, discussion and conclusions and, if applicable, a plan for future research. The student should consult at least one (preferably two) faculty members early on and during the research process and deliver a substantially completed draft by September 30. With the permission of the faculty advisor(s), a research presentation of about half an hour will be scheduled by early October. The Finance faculty will then determine whether the paper satisfies the research requirement. If not, the student may be given an opportunity to correct any deficiencies by the end of the calendar year.

Successful completion of the Finance qualifying exam and the second-year summer paper are required for candidacy.

ISOM Curriculum Requirements

Information Systems Track		Operations Management Track	
CORE THEORY AND METHOD (8)			
BUS 701 Survey of Business Research Methods	Required	BUS 701 Survey of Business Research Methods	Required
ECON 600 Microeconomic Theory I	Required	ECON 600 Microeconomic Theory I	Required
ECON 601 Microeconomic Theory II	Required or approved equivalent	ECON 601 Microeconomic Theory II	Required or approved equivalent
ECON 620 Probability & Statistics	Required	ECON 620 – Probability & Statistics	Required
ECON 621 Econometric Methods	Required or approved equivalent	ECON 621 – Econometric Methods	Required or approved equivalent
ECON 526 Quantitative Methods	Required	ECON 526 Quantitative Methods	Required
2 Additional research methods courses[1]	Required or approved equivalent	2 Additional research methods courses[1]	Required
AREA SEMINARS (3)			
ISOM 750 Research in Information Systems I	Required	ISOM 753 Foundations of Operations Management	Required
ISOM 751 Research in Information Systems II	Required	ISOM 754 Advanced Topics in Operation Management	Required
One Operations Management Seminar (ISOM 753 OR ISOM 754)	Required	One Information Systems Seminar (ISOM 750 or ISOM 751)	Required

[1]Some options for additional research seminars, with approval of host department and instructor include but are not limited to:
ECON 602 Microeconomic Theory III
ECON 622 Econometric Methods II
ECON 721 Advanced Microeconometrics
ECON 722 Time Series Econometrics
BIOS 534 Machine Learning
BIOS 544 Introduction to R Programming for Non-BIOS Students
BIOS 738 Bayesian and Empirical Bayes Methods

ISOM students complete a first-year summer paper and take a comprehensive exam, one part of which is a second-year summer paper, as described below.

First-Year Summer Paper

Students are required to prepare a paper of high quality in the summer after their first year. This paper should demonstrate the student's ability to explore a particular problem area, define a problem, confront that problem with the appropriate research methods and theory, and communicate the results in a clear and concise form. The problem may lie within a single discipline or area or may extend to several disciplines or areas. Students may elect to extend work done in a prior ISOM readings course, but the form of the extension must be approved by the student's advisor. Students may elect to collect primary data for their summer paper, but the form of this collection must be approved by the student's advisor and must fit within the expected time constraints.

Students are encouraged to select topics that will enable them to acquire knowledge and develop research skills that will complement those developed in the formal educational process. Work on the first-summer paper begins formally at the end of the student's second semester of study, though students are well-advised to begin thinking about research topics during the second semester.

Students are required to have a faculty advisor for their papers. The faculty advisor works with the student in developing the research topic, setting goals and expectations for the paper, and providing feedback to the student on the work. If the paper requires expertise outside the faculty (e.g., in another area, department, or school), the student must arrange to have a relevant faculty reader from that expertise as a second faculty reader. However, the primary advisor must be from the disciplinary area.

A first draft of the paper is due by September 15 to both the ISOM Area Doctoral Coordinator and the student's advisor(s). Students will make a formal presentation of their summer paper by September 30. The Summer Paper Requirement Form must be completed and submitted, as well (form on next page).

Comprehensive Exam

The comprehensive exam will be based on 1) completed coursework, 2) research seminars, and 3) 2nd year summer paper. All parts of the comprehensive exam are to be completed by September 30 of their third year.

There are two steps to the preparation process. First, students take an exam that tests their understanding of the course material covered during the first two years. Questions will be drawn from coursework completed in econometrics, stochastic processes, and optimization. In addition, students will be tested on their understanding of the literature in their respective areas, as covered in the two doctoral seminars.

All tenure track faculty in ISOM may be invited to submit questions related to the selected topic areas. The ISOM Doctoral Faculty will be responsible for selecting and finalizing the exam questions.

The exam itself will have the following format:

1. On the first day, students will be given a take-home exam at 9 AM.
2. The exam will be open-book, open-notes.
3. Students will need to turn in a typed response to the questions 48 hours later (9 AM, two days later).

The ISOM Doctoral Faculty will determine the outcome of the exam. A student's overall performance on the comprehensive exam is graded as a High Pass, Pass, or Fail. Depending on the outcome of the exam, the ISOM Doctoral Faculty may also determine if any subsequent work and/or assessments are to be made.

The second step is an independent research paper. The research paper is a culmination of summer research and is expected to be completed under the guidance of a faculty advisor. The paper is due by September 15 in the Fall of the third year, and a presentation based on that paper will be scheduled by September 30.

The outcome of the comprehensive exams will be determined shortly thereafter and will consider the performance on the exam, and the quality of the research paper.

In light of any mitigating factors or circumstances a student believes may have negatively impacted his or her performance, a written appeal must be made to the Doctoral Coordinator within two weeks of the presented results and will be reviewed by the Area Doctoral Faculty. The Doctoral Coordinator will communicate to the student the results of that decision within two weeks. That decision will be final.

SUMMER PAPER REQUIREMENT

Student Name: - - Year:

____ First-year paper ____ Second-year paper (please check one)

Upon completion of the summer paper, it is the student's responsibility to obtain the signature of the faculty advisor and forward one copy of this form to their Area Doctoral coordinator, and a second copy to the PhD Program Manager.

I confirm that the above student has satisfactorily completed the summer paper requirement.

Faculty Advisor/Reader:

_______________________________ ____________________________________ ________
(Name) (Signature) (Date)

Marketing Curriculum Requirements

Quantitative Track		Behavioral Track	
CORE THEORY AND METHOD (7)			
BUS 701 Survey of Business Research Methods	Required	BUS 701 Survey of Business Research Methods	Required
ECON 600 Microeconomic Theory I	Required	A methods course covering ANOVA, regression, or similar[1]	Required
ECON 620 Probability & Statistics	Required	A methods course covering ANOVA, regression, or similar[1]	Required
ECON 621 Econometric Methods	Required or approved equivalent	A methods course covering ANOVA, regression, or similar[1]	Required
ECON 526 Quantitative Methods	Required	A methods course covering ANOVA, regression, or similar[1]	Required
ECON 721 Advanced Econometrics	Required or approved equivalent	A methods course covering ANOVA, regression, or similar[1]	Required
Additional research methods course		Any approved graduate level course in Psychology, Statistics, Economics, or Business	Recommended
AREA SEMINARS (4)			
MKT 741 Marketing Strategy	Required	MKT 741 Marketing Strategy	Required
MKT 742 Marketing Topics	Required	MKT 742 Marketing Topics	Required
MKT 743 Customer Management	Required	MKT 743 Customer Management	Required
MKT 744 Empirical Models in Marketing	Required	MKT 744 Empirical Models in Marketing	Required

[1] Behavioral students should consider topics such as ANOVA/regression, psychometrics, multilevel analysis/HLM, path analysis, etc. Possible courses, subject to host department and instructor approval, include but are not limited to:

BIOS 506 – Biostatistics Methods I
BIOS 507 – Applied Linear Models (advanced GLM)
BIOS 508 – Categorical Data Analysis
BIOS 526 – Modern Regression Analysis (follows 507)
BIOS 544 – Introduction to R Programming for Non-BIOS Students
PSYCH 560 – Advanced Statistics
PSYCH 561 – Multiple Regression and the General Linear Model

Preliminary Exam

The Marketing Area preliminary exam will be based on the second-year summer paper and presentation. The paper is due by September 1 and the presentation/exam must be completed by September 15 of the student's third year.

O&M Curriculum Requirements

Macro Track		Micro Track	
CORE THEORY AND METHOD (6)			
BUS 701 Survey of Research Methods	Required	BUS 701 Survey of Research Methods	Required
Five core methods courses from relevant discipline(s) as approved by advisor[1]	Required	A micro-oriented methods course[3]	Required
		A methods course covering ANOVA, regression, or similar	Required
		A methods course covering ANOVA, regression, or similar	Required
		Two additional methods courses[3]	Required
AREA SEMINARS (4)			
OAM 731 Foundations of O&M Research Or one of the following, subject to outside-department and instructor approval: ECON 601 Microeconomic Theory II SOC 540 Basic Theoretical Problems SOC 741 Theory Construction SOC 742 Recent Theoretical Development	Required	A micro-oriented research seminar[2]	Required
OAM 732 Research Seminar in O&M Research I (OT)	Required	OAM 732 – Research Seminar in OAM I (OT)	Required
OAM 733 Research Seminar in O&M II Research (Strategy)	Required or approved equivalent	OAM 737 – Social Psychology	Required
OAM 734 Research Seminar in O&M III Research (OB)	Required	OAM 734 – Research Seminar in O&M III (OB)	Required

[1]The following sequence is recommended for most Macro students:
ECON 600 Microeconomic Theory I
ECON 620 – Probability & Statistics
ECON 621 – Econometric Methods
ECON 526 Quantitative Methods
ECON 622 Econometric Methods II or ECON 721 Advanced Microeconometrics

Alternative options for core methods courses, subject to outside-graduate program approval include but are not limited to:
Sociology sequence:
SOC 500 Research Methods/Models: Statistics
SOC 501 Research Methods/Models: Design
SOC 506 Applied Regression
Political science sequence:
POLS 507 Research Design and Data Collection
POLS 508 Mathematical Tools for Political Scientists
POLS 572 Modeling Complex Systems
POLS 513 Introduction to Game Theory
POLS 514 Advanced Game Theory
POLS 515 Applied Game Theory
POLS 570 Limited Dependent Variable Models
POLS 509 Linear Model
POLS 571 Longitudinal Data Analysis
Additional:
BIOS 502 Statistical Methods III (multilevel models)
BIOS 505 Statistics for Experimental Biology (experimental methods)
BIOS 507 Applied Linear Models
BIOS 508 Categorical Data Analysis
BIOS 526 Modern Regression Analysis
PSYCH 560 Advanced Statistics ANOVA
ANT 560 Cultural Methods
ANT 585 Special Topics – Statistical Methods
Methods courses at area universities outside of Emory may also be a possibility, with faculty approval.

Options for additional methods courses, subject to outside-graduate program approval:
ECON 522 Econometric Methods II
ECON 721 Advanced Microeconometrics
BIOS 502 Statistical Methods III (multilevel models)
BIOS 505 Statistics for Experimental Biology (experimental methods)
BIOS 507 Applied Linear Models
BIOS 508 Categorical Data Analysis
BIOS 526 Modern Regression Analysis
PSYCH 560 Advanced Statistics ANOVA
POLS 507 Research Design & Data Collection
POLS 508 Data Analysis
POLS 570 Limited Dependent Variable Models
POLS 509 Linear Model
POLS 571 Longitudinal Data Analysis
ANT 560 Cultural Methods
ANT 585 Special Topics – Statistical Methods
Methods courses at area universities outside of Emory may also be a possibility, with faculty approval.

[2] Some suggestions for research seminars, depending on student research focus and subject to host department and instructor approval, include but are not limited to:
POLS 585 – Politics of Race and Gender
PSYC 730R – e.g., Big Data and the Mind, Culture & Cognition, Cognition & Autobiographical Memory
SOC 552 – Structural Aspects of Social Interaction
SOC 560 – Sociology of Culture
SOC 759R – Theories of Race and Racism
WGS 751 – Feminist Theory
WGS 752 – Queer Theory
MGT 7105 (GA Tech) – Individual Behavior in Orgs
MGT 7106 (GA Tech) – Group Dynamics

[3] Micro-oriented students should consider topics such as ANOVA/regression, psychometrics, multilevel analysis/HLM, path analysis, etc. Possible courses, subject to host department and instructor approval, include but are not limited to:
BIOS 506 – Biostatistical Methods I
BIOS 507 – Applied Linear Models (advanced GLM)
BIOS 508 – Categorical Data Analysis
BIOS 526 – Modern Regression Analysis (follows 507)
BIOS 544 – Introduction to R Programming for Non-BIOS Students
PSYCH 560 – Advanced Statistics
PSYCH 561 – Multiple Regression and the General Linear Model

Comprehensive Exam

Goals

The aim of the comprehensive exam is to ensure that students have acquired the foundation of knowledge and skills needed to transition to independent scholarship in the second half of their doctoral program. Toward that end, the following skills will be assessed:

- Knowledge of organizational science
- The ability to evaluate and critique extant research
- The ability to construct a theory and hypothesis that are grounded in existing research
- The ability to design a study and a data-analysis plan to test said hypothesis
- The ability to write and speak about the above in a thoughtful and coherent way

Timeline

- By **May 31 of Year 2** the following must be shared with the doctoral coordinator:
    - 3 faculty members who have agreed to serve on the student's exam committee
    - The student's 3 topics and reading lists (see below)
    - A date (by September 15) on which the student plans to present his/her research and on which all 3 committee members are available to attend
    - A date (by September 15) that the student plans to sit for the written exam
- By **September 15 of Year 3** the student must present his/her research to the O&M area
- By **September 15 of Year 3** the student must sit for the written exam

Research Presentation

- The research-presentation part of the exam involves a presentation to the O&M area demonstrating progress on research that has been conducted under the supervision of a faculty member
- The presentation should consist of approximately 45 minutes' worth of content, with additional time built in for questions from the area.
- The research presentation will be evaluated by committee members, with input from the area as a whole.

Written Exam

- Topic & Reading-List Selection
    - Three topic areas of interest to the student should be chosen in collaboration with the student's committee. It is assumed that at least one of the topics will be directly relevant to the summer research project.
    - Reading lists for each topic should comprise about 30-40 papers (or books), selected in collaboration with the student's committee
    - Topic breadth should be aimed so that a topic is as broad as possible while being able to be reasonably covered within 30-40 of the most influential papers on the topic.
    - Papers from top journals in OB, OT, psychology, and sociology are preferred over those from lower-tier journals, where possible.

- Sitting for the Exam
  - The 2-day written portion of the exam will follow the research presentation.
  - Questions will be derived from the student's selected topic areas. They will require the student to communicate both knowledge of the reviewed papers and evaluations/opinions of said papers. Questions might include, for example, "What do you see as a flaw in the literature on XXX?" or "Do you lean toward the A or the B point of view in the XXX literature, and why?"
  - Questions will be written, and responses evaluated by committee members.
  - Students will be given five questions, from which they should choose three to answer.
  - Each response should be approximately 5-8 pages in length.
  - The exam should be completed in two working days – that is, questions received by ~9 am on Day 1 should be submitted to the doctoral coordinator by 5 pm on Day 2.

Evaluation

- The research presentation will be evaluated according to the following general rubric (Yes/Marginal/No):
  - Was the student able to articulate the project's hypothesis and its theoretical development/grounding in past research?
  - Was the student able to articulate the project's empirical methodology and demonstrate an understanding of this methodology?
  - Was the student able to articulate the data analysis and results (or data analysis plan) and demonstrate an understanding of the statistical methods involved?
  - Overall, was the student able to communicate their work effectively and answer reasonable questions appropriately?
  - Overall, has the student made adequate research progress over the summer relative to the nature of the project?
- Each question on the written exam will be evaluated according to the following rubric (Yes/Marginal/No).
  - Did this response demonstrate adequate knowledge of the covered literature?
  - Did this response make and defend a coherent argument?
  - Was the writing of the response logical, well-structured, and clear?
- Both parts of the comprehensive exam must be passed for the student to proceed in the doctoral program. If a student does not pass the exam, they may be given one additional opportunity to re-take the relevant components, at the discretion of the faculty. If offered, the re-take exam must be completed no later than December of Year 3.

Appendix E: Terminal Master's Degree Requirements

Minimum requirements for the award of the M.S. degree in Business Studies are as follows:

1. A minimum of 36 credit hours in organized courses or seminars at Emory University. Directed Study or Directed Research credits may not be used to fulfill this requirement. Credits earned at educational institutions other than Emory may not be used to fulfill this requirement.
2. The required 36 credit hours must be earned in graduate level courses, and may be in full or advanced standing.
3. The courses taken will vary depending on the area of specialization of the student (e.g., Accounting, Finance, etc.). Ordinarily a student must have taken a majority of the required doctoral seminars in his or her area of specialization.
4. A minimum cumulative GPA of 3.0 in the courses taken at Emory.
5. A Master's thesis, approved by a committee of two GBS faculty and the Director of Doctoral Studies. The Master's thesis can be either a conceptual or an empirical paper. Conceptual papers identify a gap in existing theories and develop a conceptual, theory-driven, approach to address that gap. Empirical papers develop and/or test hypotheses about current issues in the literature using whatever data collection and analysis methods are most appropriate for the research question. An empirical paper may be a replication or an extension, but must provide original contribution.

Appendix F: Forms and Deadlines

Forms

All forms require the approval and signature of the Director of Graduate Studies / Associate Dean. All forms needed for submitting your dissertation proposal and final dissertation can be found at this link on the Graduate School website: http://www.gs.emory.edu/academics/completion/index.html.

Application for Admission to Candidacy and Candidacy Signature Form

http://www.gs.emory.edu/academics/policies-progress/candidacy.html

Click on "LGS Candidacy Signature Form".

Dissertation Committee Signature Form

http://www.gs.emory.edu/academics/policies-progress/dissertation.html

Click on "Dissertation Committee Signature Form" on the right-hand side of the page. ***This is to be signed by your Committee upon successful completion of your dissertation proposal defense. Do not fill out this form until you have defended your proposal.***

Application for Degree

Complete this application during the semester in which you plan to graduate. It must be submitted by the degree application deadline.
http://www.gs.emory.edu/academics/completion/index.html

Click on Apply.

**Note:* *Degree application deadlines are published each year in the academic calendar on the Registrar's website:* http://www.registrar.emory.edu/.

Deadlines

Deadlines for degree submission information per academic term can be found at the LGS calendar website and click on Timeline.
http://www.gs.emory.edu/academics/completion/index.html

If students do not meet candidacy deadlines, they will go on probation and will not be eligible to receive stipends or to apply for PDS funds.

ARCHE Cross Registration Form

http://www.atlantahighered.org/collaboration/cross-registration/