

MICHIGAN STATE

U N I V E R S I T Y

**The Eli Broad
Graduate School of
Management**

**PhD Program in
Marketing**

**Doctoral Student
Handbook**

(effective 2/2011)

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I. PROGRAM OVERVIEW AND PHILOSOPHY

The Doctoral Program in Marketing is a scholarly and research based program. It prepares students for academic careers in research, teaching, and public service at institutions of higher learning. The Program's goal is to provide students with an educational foundation that will enable them to contribute to the marketing discipline through the development, integration, and dissemination of knowledge.

Research leading to superior knowledge is the engine of value creation that makes a university valuable to society (academic, student, and business constituencies). Thus, generation of new knowledge through scientific research, and its dissemination to academic, industry, and public policy constituencies are major thrusts of leading universities.

The Doctoral Program is designed to provide the theoretical knowledge and research skills required by the rigors of the academic disciplines as well as their application to business problem solving. These dual objectives are achieved by fostering an environment which:

1. Promotes an understanding and appreciation for the role and responsibilities of the academic profession;
2. Facilitates learning of the current state of knowledge in the discipline, as well as the methods of development of new knowledge;
3. Offers opportunities to develop teaching skills and techniques.

To be in good standing in the Doctoral Program students must:

1. Maintain a 3.30/4.00 grade point average in all courses taken.
2. No grades below 3.0 in courses listed on the report of the Guidance Committee.
3. No more than one pending deferred or incomplete grade per semester.
4. A deferred (DF) or an incomplete (I) grade removed within one term.
5. Pass the first year qualifying exam.
6. Taking and passing comprehensive exams (and minor exam if applicable) within four years of starting the program.



7. Standards for scholarly and professional activities are met. Students must develop research streams (areas of focused and cumulative research) in the first year that mature into submissions and publications of impact and continue that process each year.
8. Attend all scholarly presentations in their major and minor areas of specialization and interact as part of the community of scholars.
9. Satisfactory Graduate Assistantship performance (for those with GAs).

II. ADMISSION

The requirements for admission conform to those of The Eli Broad Graduate School of Management. These are detailed in the University's publication, *Academic Programs*, under the section Doctor of Philosophy in Business. Prospective candidates are encouraged to read that section thoroughly. The Graduate Management Admission Test (GMAT) is required for admission. The Test of English as a Foreign Language (TOEFL) exam is required for all international students for whom English is a second language. The average GMAT scores for students entering in the last few years have been in the upper 600s and the average graduate grade point was 3.75 out of 4.0. Applications with a TOEFL score below 250 (computer test) will not be considered.

A. Statement of Intent

In addition to the application form for admission to graduate study, a letter is required indicating your reasons for entering a doctoral program and your objectives upon completing the program. This letter should be sufficiently detailed to provide the admission committee with an understanding of your qualifications, and commitment to an academic career. Please provide as much detail as you can on your research interests and evidence of research capability, as well as your understanding of the demands of doctoral studies.

B. Letters of Recommendation

Three letters of recommendation must be submitted in support of your application for Ph.D. study. No particular form is required. The purpose of the recommendations is to yield an assessment of your scholarly potential from those who can attest to your readiness and aptitude for doctoral studies and significant scholarship. Normally, these are your former instructors and/or employers.



C. Financial Assistance

Financial assistance for students in The Eli Broad Graduate School of Management is normally available to all admitted applicants, including international students. This is primarily in the form of **half-time graduate assistantships**. Graduate assistants typically work 20 hours per week in teaching and/or on research. These assignments are made on the basis of the instructional needs of the department and requirements of the current research projects.

Any student who receives an assistantship receives tuition support for a normal doctoral load (9 credits for each of Fall and Spring semesters and 4 credits in the summer), individual health insurance, in-state status, and a bi-weekly stipend. In addition, teaching and/or research are usually supported in the summer. An applicant who wishes to be considered for financial assistance should complete item #12 on the Application for Admission to Graduate Study. For additional information on financial aid, including student employment and loans, see the current edition of the MSU Graduate Catalog.

D. Application Deadline

The deadline for submitting a doctoral program application is **January 10th** for those beginning in the subsequent Fall Term. While this is the official deadline, you are encouraged to submit all application materials, including transcripts, test scores (GMAT and TOEFL), statement of intent, and letters of recommendation, as early as possible. It is highly recommended that application packets are completed prior to the end of the month preceding the deadline. International applications should be submitted well in advance of the proposed enrollment date.

III. PROGRAM GUIDANCE COMMITTEE

Each student's Program Guidance Committee provides academic guidance and program approval. This committee works with the student to insure that courses taken are appropriate for the student's development and meet all program requirements. Steps in the process are as follows:

1. On entering the program, each student is assigned to a Doctoral Program advisor for his/her major to specify first year courses.
2. Within the first year, this advisor and the student together select the Program Guidance Committee by adding two or three additional faculty members from the Department. The advisor becomes the chairperson of the committee (See Doctoral Program Guidance Committee at www.hr.msu.edu).
3. The Program Guidance Committee and the student work out the complete course structure of the student's program, write it on the Report of the Guidance Committee form, sign the Report and submit it to the Department Chairperson by the end of the student's first academic year (May 15). The Chairperson must approve the program of study and submit it to the Dean's Office for final approval.
4. The Program Guidance Committee may be changed at the request of the student or any committee member by a majority vote of the current committee members.

IV. PRE-PROGRAM REQUIREMENTS

Doctoral students should know and be able to apply concepts, tools and techniques of business practice. A student who enters the doctoral program without having earned a business degree from an institution accredited by the Association for the Advancement of Collegiate Schools of Business should develop a broad understanding of the functional areas of business: Accounting, Finance, Management, Supply Chain Management, and Marketing. Such background, if necessary, would be provided through coursework at the undergraduate and /or graduate levels as specified by the student's Program Guidance Committee.

Students with deficiencies in mathematics and statistical areas may be required by their Program Guidance Committee to complete one or more of the following courses:

- ECON 480 Mathematics for Economists
- ECON 420 Introduction to Econometrics Methods
- STT 421 Statistics I
- STT 422 Statistics II



None of these may be counted as part of the major, the minor fields, or the research methods sequence.

V. PROGRAM REQUIREMENTS FOR MARKETING MAJORS

The doctoral degree in Marketing requires a minimum of 39 semester credit hours of course work and 24 credits of dissertation research. This consists of 15 hours in the major field of concentration Marketing, 12 credit hours in the research methods sequence, a minimum of 6 credit hours in a minor area of study, and 6 credit hours prescribed by the student's Program Guidance Committee. These credit hours may vary based on the requirements of the selected minor and the extent of previous work in economics. Students should seek to broaden their methodological training, as much as possible, in consultation with their major professors.

A. Major Field

MARKETING MAJOR (15 Credit Hours)

MKT 902 Pro-seminar in Marketing	3 credits
Required for each student the fall semester of their first three years but enrollment will be deferred to the third year. The grade of pass/fail will reflect participation in all three years. Hour and a half sessions each week will include critique and discussion of student and faculty research projects and faculty applicant job talks.	
MKT 911 Seminar in Marketing Strategy	3 credits
MKT 912 Seminar in Buyer Behavior	3 credits
MKT 913 Seminar in Relationship Marketing	3 credits
MKT 908 Marketing Models	3 credits





B. Research Methods, International Business and Minors Courses

RESEARCH METHODS SEQUENCE (12 Credit Hours)

(Courses must be approved by the Departmental Doctoral Program Committee prior to enrollment.)

MGT 906 Seminar in Organizational Research Methods	3 credits
MKT 907 Causal Modeling in Marketing	3 credits
Methods Elective	6 credits
As prescribed by the student's Program Guidance Committee (e.g., EC 820A Econometrics 1A, EC 820B Econometrics II, etc.)	

INTERNATIONAL BUSINESS SEQUENCE (6 Credit Hours)

MKT 940 International Business Theory	3 credits
MKT 941 International Business Research Methods	3 credits

MINOR COURSES (6 Credit Hours)

Economics, Econometrics, Strategy, Psychology, Sociology, etc. (6 Credit Hours)

As prescribed by the student's Program Guidance Committee (in addition to courses taken to cover the methods requirement) – no comprehensive/prelim examination is required for a minor.

C. First Year Qualifying Exam

Each student is expected to pass a qualifying examination in the field of marketing at the end of the student's First Year (late April) in the program. The qualifying exam is intended to:

1. Provide a more formal review of the student's qualifications in addition to a review of performance in the first year coursework; and
2. Assess the student's analytical and scholarly capabilities through an examination which involves the critique of a recent scholarly contribution from a major marketing journal.

D. Comprehensive Examination - Marketing

PURPOSE OF THE COMPREHENSIVE EXAMINATION

The comprehensive examination is intended to encourage an integrative understanding of the knowledge base in the marketing area and serve as documentation of student progress. The comprehensive examination is specifically designed to examine students' ability to integrate the body of knowledge and competencies critical to their future roles as marketing academics. These core knowledge and competencies are reflected in the doctoral curriculum in Marketing (e.g., theories, concepts, methods).

QUALIFICATION FOR THE COMPREHENSIVE EXAM

A doctoral student in Marketing must have completed 36 credit hours (excluding MSC 902, MSC 999, and remedial Masters level courses) and explicit approval of the Marketing doctoral committee to sit for the comprehensive examination.

DESCRIPTION OF THE EXAMINATION

The comprehensive examination in Marketing is composed of two independent components: (1) Marketing Theory and Thought and (2) Methods and Critical Analysis. A doctoral candidate must pass each component of the exam.

The exams span two days; typically, Thursday and Friday from 8:00 a.m. to 1:00 p.m. Students are required to answer four questions on Day 1 and three questions on Day 2. The exam is administered under "in-class" conditions. Students are not allowed to bring any outside materials or references to the examination or to discuss the examination with anyone during the examination period.

Day 1 (Thursday): Marketing Theory and Thought

Day 2 (Friday): Methods and Critical Analysis



DEVELOPMENT OF THE EXAM

First week of the Fall semester, the comprehensive exam coordinator solicits questions from Marketing faculty teaching marketing doctoral seminars and other faculty involved in the content areas of the Marketing doctoral curriculum. From the submitted questions, the comprehensive coordinator selects four questions for Day 1 pertaining to Marketing Theory and Thought and three questions for Day 2 pertaining to Methods and Critical Analysis.

TIMING OF THE EXAM

The comprehensive examination is offered in the 2nd week of September of each year. Should a student fail to pass the comprehensive examination offered in the fall semester, he/she will sit for re-examination in the following spring; however, the student may petition the doctoral committee to sit for the re-examination in the following year's fall semester should they not wish to take the exam in the spring following their comprehensive examination.

PROCESS OF EXAM ADMINISTRATION

Prior to September of the year they wish to take the comprehensive examination, students must provide written notification to the department's administrative staff designated with administering the comprehensive exams. The staff person will verify the student's eligibility for the exam. Eligible students will be assigned a random number for testing purposes. The numbers will be assigned and maintained in confidence by the administrative staff person.

PROCESS AND SCORING OF THE EXAMINATION

Comprehensive examination answers are graded by faculty teaching doctoral seminars, including those who contributed exam questions. Faculty will be allowed two weeks for grading. Students will receive notification concerning the outcome of the comprehensive examination by the fourth Monday following the exam.

Each answer is evaluated by two graders on a pass/fail basis. Unless otherwise specified, each question is weighted equally. If there is a disagreement between the two original graders, a third grader will be asked for an independent evaluation.





Day 1 (Marketing Theory and Thought) Grading

To pass Day 1 of the comprehensive examination, a student must pass all four questions. If a student passes only three, then an oral exam is scheduled to re-test the student on the entire exam. The oral examination committee will consist of a subset of the faculty who contributed and graded questions for Day 1 of the examination as well as members of the Marketing doctoral committee. The oral exam must be scheduled no later than 4 weeks (nor earlier than 1 week) from the date when the student was notified of the result of the comprehensive exam.

If a passing grade is not achieved on the oral exam, the student is deemed to have failed Day 1 of the comprehensive exam and therefore must request permission from the Marketing doctoral committee to retake Day 1 of the comprehensive examination during the next sitting. Students who fail to achieve a passing score on re-administration of Day 1 of the examination, will not be permitted to continue in the Marketing doctoral program.

Students with two or fewer passing answers are deemed to have failed Day 1 of the comprehensive exam and must request permission from the Marketing doctoral committee to retake Day 1 of the examination during the next sitting. Students who fail to achieve a passing score on re-administration of the exam, will not be permitted to continue in the Marketing doctoral program.

Day 2 (Methods and Critical Analysis) Grading

To pass Day 2 of the comprehensive examination, a student must pass all three questions. If a student passes only two, then an oral exam is scheduled to retest a student on the entire exam. The oral examination committee will consist of a subset of the faculty who contributed and graded questions for Day 2 of the examination as well as members of the Marketing doctoral committee. The oral exam must be scheduled no later than 4 weeks (nor earlier than 1 week) from the date when the student was notified of the result of the comprehensive exam.

If a passing grade is not achieved on the oral exam, the student is deemed to have failed Day 2 of the comprehensive exam and therefore must request permission from the Marketing doctoral committee to retake Day 2 of the comprehensive examination during the next sitting. Students who fail to achieve a passing score on re-administration of Day 2 of the examination, will not be permitted to continue in the Marketing doctoral program.

Students with one or no passing answers are deemed to have failed Day 2 of the comprehensive exam and must request permission from the Marketing doctoral committee to retake Day 2 of the examination during the next sitting. Students who fail to achieve a passing score on re-administration of the entire examination, will not be permitted to continue in the Marketing doctoral program.

PREPARATION FOR THE EXAMINATION

Comprehensive examinations are intended for acquiring an integrative knowledge of the field, as reflected in fundamental themes, theories, methods, etc. of the Marketing doctoral curriculum. As such, exam questions are integrative in nature and require a synthesis of knowledge in greater breadth than typically required in course related final examinations.

TIME LIMIT

The University stipulates that the comprehensive examinations must be passed within five years and all remaining requirements for the degree must be completed within eight years from the time the student first enrolled as a doctoral student. The University also stipulates that students who extend their stay beyond eight years will be required to re-take the comprehensive exam.

E. Minor Field (6 credit hour block)

Each student is required to have one minor area of study with a minimum of 6 credit hours. The candidate should demonstrate substantial familiarity with the literature of the minor field and the ability to apply those theories, concepts, and methodologies to marketing. The requirements for a minor are:

1. the courses taken must be at the graduate level
2. approval must be obtained from the Doctoral Program Coordinator or Doctoral

Guidance Committee Areas of study for a minor outside the Broad College is subject to review and approval by the Department Doctoral Committee. The areas listed below represent common choices accepted at this time, although this is not an exhaustive list:



Within the College of Business:

Econometrics
Economics
Finance
Information
Logistics
Operations Management
Organizational Behavior
Sourcing Management

Within the University (Partial List):

Advertising
Packaging
Psychometrics
Systems Statistics
Telecommunications

VI. SCHOLARLY ACTIVITIES

In addition to these courses and program requirements, students are expected to participate in workshops, research presentations, and conferences which are occasionally conducted in order to foster the development of scholarly attitudes and atmosphere with the department. This is considered a formal part of the doctoral program. Students are expected to develop a research stream starting in their first year. Courses, assistantships, peers, and faculty provide abundant opportunities for initiating a research agenda. Students will be evaluated at the end of the first academic year, and each year thereafter for research performance and intellectual development. Candidates are expected to prepare research papers for submission to scholarly conferences and journals, by the end of the second year at the latest.

VII. STATUS

The Doctoral Committee will review the status of each candidate. The Committee will then apprise the student whether or not they are in good standing in the program and making satisfactory progress toward the degree. Students judged to be making unsatisfactory progress in the program will be automatically placed on probationary status or terminated at the discretion of the Committee. All of the following criteria must be met for a student to be in good standing:



1. Maintain a 3.30/4.00 grade point average in all courses taken.
2. No grades below 3.0 in courses listed on the report of the Guidance Committee.
3. No more than one pending deferred or incomplete grade per semester.
4. A deferred (DF) or an incomplete (I) grade removed within one term.
5. Pass the first year qualifying exam.
6. Taking and passing comprehensive exams (and minor exam if applicable) within four years of starting the program.
7. Standards for scholarly and professional activities are met. Students must develop research streams (areas of focused and cumulative research) in the first year that mature into submissions and publications of impact and continue that process each year.
8. Attend all scholarly presentations in their major and minor areas of specialization and interact as part of the community of scholars.
9. Satisfactory Graduate Assistantship performance (for those with GAs).

In making the annual evaluation, a student's records is considered in its entirety, and decisions regarding probation and dismissal take into account the number, type, and severity of academic concerns.

The determination of placing a student on probation or terminating the student is based on the degree of failure to meet the above criteria. If the student's performance indicates that the student is unable or unwilling to make satisfactory progress in intellectual development and/or research, the Committee must institute termination. Failure of the major comprehensive a second time requires termination. If the Committee determines that the student can meet the criteria, then the student will be placed on probation. Probationary Status provides a one-year period in which the student must achieve satisfactory progress on all criteria. Failure to do so results in automatic termination.

Renewal of a graduate teaching assistantship is conditional on receiving a satisfactory evaluation with respect to current and prior graduate teaching assistantship assignments. Students have the right to appeal these evaluation outcomes through the normal MSU appeals process.



Stanley Hollander Teaching Excellence Award

Funded by the Hollander endowment, the Marketing doctoral committee has established this annual award designed to recognize exceptional teaching by marketing doctoral students. Awards will be made on the basis of student evaluations and recommendations of faculty.

VIII. DISSERTATION

A. Definition

The final step in the Ph.D. program is the research and writing of a doctoral dissertation. The dissertation should constitute a contribution to theory and advancement of knowledge in the discipline, be firmly anchored in past contributions, and bring the discipline a step forward. Given the present requirements of the journals in the discipline, it is expected that a dissertation make a contribution with empirical support.

B. Committee

During the dissertation phase of the program the candidate shall assemble a Dissertation Committee of no less than four faculty members. The committee should include at least three faculty members from the Marketing Department. The Dissertation Committee Chair must be a tenured Associate or Full Professor from the Marketing Department. The committee members should represent strengths in the areas that will benefit the candidate throughout the process, and should serve as advisors and consultants to the student. The Committee Chair and the Committee composition may be changed by a majority vote of the full committee.

C. Proposal Presentation

Independent research for dissertation is carried out in two stages. First, a proposal is prepared which should include a literature review, theory development or a conceptual framework, the hypotheses to be tested and the proposed testing procedures. The proposal must be presented to an open meeting of faculty and students by the end of the third year in the program. Students are



encouraged to be cognizant of the timing of the academic placement calendar in marketing and faculty availability which is only assured during the Fall and Spring semesters and therefore students should work to schedule their proposal presentation during the Fall or Spring semester. Next, students are to schedule the proposal presentation with the Dean's office only after consultation and approval by their dissertation chair(s). During the proposal presentation, the candidate shall introduce the dissertation, present relevant theory, explain its anticipated contribution to knowledge, define the hypotheses and the test procedures, as well as answer questions from the dissertation committee and others. A student must obtain formal acceptance of the dissertation proposal from the Department. This acceptance is determined by the student's Dissertation Committee. After a student's presentation of their proposal, comments, questions, and objections will be obtained from the attending faculty. Based upon the presentation and the subsequent faculty comments, each member of the Dissertation Committee will vote. Acceptance of the proposal requires a majority, including the chairperson; a tie results in a rejection.

D. Final Defense

Upon completion of the dissertation, a public dissertation defense is held. Students are encouraged to be cognizant of faculty availability which is only assured during the Fall and Spring semesters and therefore students should work to schedule their final defense during the Fall or Spring semester. Next, students are to schedule the final defense with the Dean's office only after consultation and approval by their dissertation chair(s). Provided that the research has followed the methods agreed upon in the proposal defense, and results and implications meet high professional standards, a recommendation is made to the Graduate School by the student's Dissertation Committee for conferral of a Ph.D. degree. Acceptance or rejection of the dissertation is determined in the same manner as that for the proposal.

E. Library of Recent Dissertations

Recent dissertations completed by Ph.D. Graduates are located in the Departmental Office, N370, New Business Building.



IX. TIMING AND DEGREE REQUIREMENTS SUMMARY

The coursework in the Doctoral Program is scheduled to take approximately two years of fulltime study, followed by a two-year dissertation phase. Additional time may be needed for a variety of reasons. It is required that a student complete the entire program in residence, and devote full time to the program. A time limit of eight years for completion of the program is stipulated by The Eli Broad Graduate School of Management.

The dissertation proposal must be successfully defended before the Marketing Department will support the candidate in his/her job search for an academic position.

A checklist of requirements and milestones are as follows:

- Application by Jan 10, with all supporting documents including GMAT and TOEFL for foreign students.
- In order to teach, foreign students must also pass the SPEAK test administered by MSU.
- Program Guidance Committee and program of study must be approved by the end of the second semester. Students are expected to take three courses per semester.
- Comprehensive exams should be successfully completed within 3 years of starting the program. Dissertation proposals cannot be scheduled before completion of Comprehensive Exams.
- Dissertation Chairperson and Committee should be finalized early in the third year.
- The formal dissertation proposal defense should be completed by June of the third year.
- The formal dissertation defense should be successfully completed by June of the fourth year.

Administrative structure and summary of responsibilities of the Doctoral Program are as follows:

- The **Department of Marketing** offers a Doctoral Program degree in Marketing.
- The **Chairperson of the Department** is the chief operating officer for the Department
- The **Doctoral Program Chairperson** is the chief administrator of the Doctoral Program
- The **Doctoral Program Committee** sets policy for the Doctoral Program, conducts the annual student evaluations, is responsible for doctoral admissions, and oversees the comprehensive exam process.
- The student's **Program Guidance Committee** provides academic guidance and program approval. This committee works with the student to insure that courses taken are appropriate for the student's development and meet all program requirements. It is made up of the Doctoral

Program Committee member in the student's area of interest (as Chairperson) and two – three other faculty members selected by the student and chairperson together.

- The Student's **Dissertation Committee** guides and evaluates all aspects of the dissertation. The student must attract a Chairperson of the Dissertation Committee, usually from prior faculty collaboration, and the two of them attract at least three additional members who add subject and methods expertise in the area of the dissertation.
- **Faculty members** are responsible for providing guidance and mentoring to graduate students. The role of the faculty advisor is described in MSU's Guidelines for Graduate Student Advising and Mentoring Relationships.
- <http://www.grad.msu.edu/all/ris04relations.pdf>

X. CONTACT INFORMATION

PROGRAM DIRECTOR

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Doctoral Program Web Site <http://www.bus.msu.edu/msc/doc/>

Doctoral Program Area Advisors

Marketing and New Product Development– Dr. Roger Calantone, rogercal@bus.msu.edu
Marketing and International Business – Dr. David A. Griffith, griffith@bus.msu.edu



XI. POLICY ON ACADEMIC INTEGRITY

Michigan State University and the Eli Broad College of Business uphold the highest standards of ethics in research and scholarship. Students are expected to conform to the University's Guidelines for Integrity in Research and Creative Activities, which are posted at:

<http://www.grad.msu.edu/all/ris04activities.pdf>. Students may also be interested in materials on the use of human subjects, conflict of interest and related topics, posted on <http://www.grad.msu.edu/integrity.htm>.

The principles of truth and honesty are fundamental to the educational process and the academic integrity of the University. Therefore, no student shall:

1. Claim or submit the academic work of another, as one's own.
2. Procure, provide, accept or use any materials containing questions or answers to any examination or assignment without proper authorization.
3. Complete or attempt to complete any assignment or examination for another individual without proper authorization.
4. Allow any examination or assignment to be completed for oneself, in part or in total, by another without proper authorization.
5. Alter, tamper with, appropriate, destroy or otherwise interfere with the research resources or other academic work of another person.
6. Fabricate or falsify data or results.



XII. CONFLICT RESOLUTION

In accordance with the provisions of Michigan State University's Graduate Student Rights and Responsibilities (GSRR), The Eli Broad College of Business and Graduate School of Management has established a procedure for the receipt and consideration of student academic complaints. The Program Director can provide you with the current version of the procedure. The procedure from January 2005 is included in the Appendix.

Students can access their academic records by making a request from the Program Director. If there is an error, the program director will assist the student in researching and resolving the problem.

While unusual, typical errors include grades that have been recorded incorrectly; credits that have been transferred or assigned incorrectly, and so on. The program director will work with the student to ensure the speedy resolution of such problems.

XIII. WORK-RELATED POLICIES

A. Assistantship Performance

Most doctoral students in the College receive a graduate assistantship, with duties that may include teaching and/or research performed under the supervision of a faculty member. Graduate assistants are expected to fulfill their assigned responsibilities at a high level of performance. For more information regarding the rights and responsibilities of graduate students at MSU, refer to “Graduate Student Rights and Responsibilities” [www.vps.msu.edu/SpLife/]. The performance of graduate assistants involved in teaching is formally evaluated at least once per year. Teaching assistants also are governed by the agreement between the University and the Graduate Employees Union [www.msu.edu/user/gradschl/geu/agree.pdf]. Information on health insurance options for MSU students is available from Human Resources [<http://www.hr.msu.edu>]. International students are required to take an English-language proficiency test administered by the English Language Center [elc.msu.edu/], which also offers language instruction to teaching assistants and others seeking to improve their fluency.

B. Assistantship Assignments

The Department Chairperson makes all assistantship assignments. The Doctoral Committee may recommend non-continuation of an assistantship based on both academic performance and work performance in the assistantship. However, the Department Chairperson makes all decisions regarding continuation or termination. Each year by March 31, the Department Chairperson will notify each Graduate Assistant in writing the intention to continue (pending the budget) or terminate (with explanation) the Assistantship. The normal duration of the assistantship is 4 years, contingent on performance in the program and assistantship, and on the availability of funding. Extensions for a fifth year will only be considered for the very best students at the



recommendation of the Doctoral Committee for the purpose of allowing the student to be positioned for a top research university placement.

C. Teaching Requirements and Resources

Before students can serve in any teaching capacity, they must complete MSU's TA Orientation program. Students whose first language is not English must also pass the SPEAK test and attend MSU's International Teaching Assistant program. (A list of countries that MSU considers to exempt students from the SPEAK test requirement is at <http://www.bus.msu.edu/acc/phd/toefl.html>.)

All students on Assistantships will be responsible for teaching (either full course responsibility or TA responsibility) during the program. When assigned as a discussion section TA, students' teaching performance will be evaluated each semester by the professor responsible for the course. When assigned to teach a course on their own, the Department Chairperson will be responsible for evaluating students' teaching performance for each course taught. Exceptions to the above teaching policies can be made at discretion of the Department Chairperson.

In addition, the Graduate Employees Union has entered into a collective bargaining agreement with Michigan State University. The terms of this agreement are available at: <http://grad.msu.edu/geu/agree.pdf>.

Faculty are available to coach graduate student teachers. All doctoral students are required to attend College and Departmental teaching seminars when offered. Doctoral students are also informed of, and encouraged to attend, teaching seminars, lectures, and programs offered at the university level.

D. Outside Work for Pay

Students may not work at any job (consulting, teaching, etc) outside the Department without the express written consent of the Department Chairperson. The student's assistantship and degree program is expected to be a full-time commitment. Outside work for pay is considered an impediment to academic progress.



E. Use of Facilities

Students will be provided a desk, computer, and local phone. Students may use Departmental office equipment and supplies in the conduct of their assistantship duties. All personal, course related, research related, and dissertation expenses must be bourn by the student.

XIV. HUMAN SUBJECTS APPROVALS

All research involving human subjects in experiments or interview/questioning must be approved by the Committee for Research Involving Human Subjects (UCRIHS) prior to data collection. Application procedures and timing can be obtained from the UCRIHS web site: <http://www.humanresearch.msu.edu/>

XV. PROGRAM CHANGES

Students admitted to the degree program before a change in program policy (e.g., comprehensive exam format) can choose to comply with the new program policy or alternatively, complete the requirements following the policy that was in force when they were admitted.

XVI. UNIVERSITY RESOURCES

A. Equal Opportunity, Non-Discrimination & Affirmative Action

Michigan State University is committed to the principles of equal opportunity, nondiscrimination, and affirmative action. University programs, activities, and facilities are available to all without regard to race, color, sex, religion, creed, national origin, political persuasion, sexual preference, martial status, handicap, or age. The University is an affirmative action, equal-opportunity employer.





B. Student Rights and Responsibilities

For information about your academic rights and responsibilities as a graduate student, refer to the Graduate Student Handbook [www.vps.msu.edu/SpLife/index.htm].

C. Library Resources

The MSU Libraries have a growing collection of over three million volumes and access to a large collection of electronic resources including full text databases and indexes to journal articles. The William C. Gast Business library provides services for the MSU College of Business. Students may call Gast Business Library reference librarians to help plan research strategies. They will consult via telephone or e-mail. If you go to the Business Library, call beforehand to make an appointment with a librarian, so they can better assist you.

D. Useful Contacts

Websites

- The Graduate School.....www.msu.edu/user/gradschl/
- Graduate Student Handbook.....www.vps.msu.edu/SpLife/index.htm
- Human Resourceswww.hr.msu.edu/
- (Includes MSU policies on:
 - Doctoral Program Guidance Committee, composition
 - The Code of Teaching Responsibility
 - Health Care Coverage
 - Employee Handbook)
- Graduate Employees Union contractwww.msu.edu/user/gradschl/geu/agree.pdf
- The Eli Broad College of Businesswww.bus.msu.edu/
- Academic Programs - Graduate Study..... www.reg.msu.edu/UCC/AcademicPrograms.asp
- MSU Library www.lib.msu.edu/

Phone Numbers

- Athletic Ticket Office (517) 355-1610
- Breslin Student Events Center Ticket Office (517) 432-5000
- Financial Aid Office (517) 432-1759

Handicapper Services (517) 353-9642
Library (Business) (517) 355-3380
Library (Main) (517) 355-8981
Michigan Residency (517) 432-3488
MSU Help Line (517) 353-4MSU or (800) 496-4MSU
College of Business Network Resource Center (517) 353-9205
Public Safety Department (517) 355-8440
Registrar's Office (517) 355-3300
Student Accounts Office (517) 355-5050
Wharton Center Ticket Office (800) 942-7866 or (517) 432-2000



Appendix

Code of Teaching Responsibility (approved by the Academic Senate on May 19, 1976)

The teaching responsibilities of instructional staff members (herein referred to as instructors) are among those many areas of University life that have for generations been a part of the unwritten code of academicians. The provisions of such a code are so reasonable to learned and humane individuals that it may appear redundant or unnecessary to state them. However, the University conceives them to be so important that performance by instructors in meeting the provisions of this code shall be taken into consideration in determining salary increases, tenure, and promotion.

Instructors are responsible for insuring that the content of the courses they teach is consistent with the course descriptions approved by the University Committee on Curriculum and the Academic Council.

Instructors are also responsible for stating clearly to students in their classes the instructional objectives of each course at the beginning of each semester. It is expected that the class activities will be directed toward the fulfillment of these objectives and that the bases upon which student performance is evaluated will be consistent with these objectives. The University prohibits students from commercializing their notes of lectures and University-provided class materials without the express written consent of the instructor. Instructors may allow commercialization by including express permission in the course syllabus or other written statement distributed to all students in the class.

Instructors are responsible for informing students in their classes of the methods to be used in determining final course grades and of any special requirements of attendance which differ from the attendance policy of the University. Course grades will be determined by the instructor's assessment of each student's individual performance, judged by standards of academic achievement.

Examinations and other assignments submitted for grading during the semester should be returned with sufficient promptness to enhance the learning experience. Unclaimed final examination answers will be retained by the instructor for at least one semester so that they may be reviewed by students who desire to do so. Examination questions are an integral part of course materials, and the decision whether to allow their retention by students is the responsibility of the instructor. Term papers and other comparable projects are the property of students who prepare them. They should be returned to students who ask for them and those which are not returned should be retained by the instructor for at least one semester.





Instructors who desire to retain a copy for their own files should state their intention to do so in order that students may prepare additional copies for themselves.

Instructors are expected to meet their classes regularly and at scheduled times. Instructors will notify their units if they are to be absent and if appropriate arrangements have not been made, so that suitable action may be taken by the unit if necessary.

Instructors of courses in which assistants are authorized to perform teaching or grading functions shall be responsible for acquainting such individuals with the provisions of this Code and for monitoring their compliance.

Instructors are expected to schedule and keep a reasonable number of office hours for student conferences. Office hours should be scheduled at times convenient to both students and instructors with the additional option of prearranged appointments for students when there are schedule conflicts. The minimum number of office hours is to be agreed upon by the teaching unit, and specific times should be a matter of common knowledge.

Instructors who are responsible for academic advising are expected to be in their offices at appropriate hours during pre-enrollment and enrollment periods. Arrangements shall also be made for advising during registration.

Hearing Procedures

The procedures stated below were approved by the Academic Senate on May 18, 1977.

Students may register complaints regarding an instructor's failure to comply with the provisions of the Code of Teaching Responsibility directly with that instructor.

Students may also take complaints directly to chief administrators of teaching units or their designates.¹ If those persons are unable to resolve matters to the student's satisfaction, they are obligated to transmit written complaints to unit committees charged with hearing such complaints. A copy of any complaint transmitted

¹ Such complaints must normally be initiated no later than midterm of the semester following the one wherein alleged violations occurred. Exceptions shall be made in cases where the involved instructor or student is absent from the University during the semester wherein alleged violations occurred.

shall be sent to the instructor. A written report of the action or recommendation of such groups will be forwarded to the student and to the instructor, normally within ten working days of the receipt of the complaint.

Complaints coming to the University Ombudsman will be reported, in writing, to chief administrators of the teaching units involved when, in the Ombudsman's opinion, a hearing appears necessary. It will be the responsibility of chief administrators or their designates to inform the instructor and to refer such unresolved complaints to the unit committees charged with hearing such complaints. A written report of the action or recommendation of such groups will be forwarded to the University Ombudsman, to the student, and to the instructor, normally within ten working days of the receipt of the complaint.

Students wishing to appeal a teaching unit action or recommendation may do so as outlined in the Academic Freedom Report for Students at Michigan State University.



The Eli Broad College of Business – Grievance Procedure (adopted April 26, 2002)

In accordance with the provisions of the Academic Freedom Report (AFR) and the Graduate Student Rights and Responsibilities (GSRR) document for students at Michigan State University, The Eli Broad College of Business and The Eli Broad Graduate School of Management has established the following procedure for the receipt and consideration of student academic complaints:

1. COMPLAINT TO UNIT ADMINISTRATOR

- 1.1. If problems arise in the relationship between instructor and student, both should attempt to resolve them in informal, direct discussions (AFR 2.4.2 and GSRR 5.3.1). If the problem remains unresolved, then the student should consult the unit administrator (the Departmental Chairperson or School Director) of the instructional staff member concerned. The University Ombudsman may be consulted as well. If the unit administrator is unable to resolve the dispute, the student may then submit a formal written grievance for consideration by an appropriate unit hearing board. The formal grievance alleging violations of academic rights must include a proposed remedy that could be implemented by the unit administrator (AFR 2.4.2 and GSRR 5.3.2)
- 1.2. Grievances must normally be initiated no later than mid-semester of the semester following the one wherein the alleged violation of academic rights occurred (exclusive of summer semester). If the involved instructor or student is absent from the University during that semester, or if other appropriate reasons exist, an exception to this provision may be granted by the appropriate hearing board. If, before the formal grievance procedures are completed, the involved instructor is no longer employed by the University, the grievance process may nevertheless proceed. (AFR 2.4.2.1 and GSRR 5.3.6.1)
- 1.3. A student who receives a penalty grade based upon a charge of academic dishonesty and who is not referred for judicial action may seek a hearing from an academic unit hearing board. In such a hearing, the burden of proof shall rest upon the instructor whose prior assignment of the penalty grade will constitute a charge of academic dishonesty. (GSRR 5.5.2)
- 1.4. Individual units of the College may have their own unit grievance procedures so long as they are consistent with the AFR and the GSRR. If an individual unit does not formally adopt its own procedure, then the procedure in this document shall be followed.

2. REFERRAL TO ACADEMIC UNIT COMMITTEE

- 2.1. Upon receipt of a request for a grievance hearing, the unit administrator shall promptly refer them to the chairperson of the appropriate unit hearing board, including a copy of the original complaint, to the chairperson of the appropriate unit hearing board. Upon receipt of a formal grievance, the chairperson of the hearing board shall transmit a copy of the grievance within ten (10) class days to the hearing board members and to the person or persons party to the matter. (AFR 2.4.2.3 and GSRR 5.4.3)



- 2.2. The unit hearing board shall be composed of three faculty and three students selected by their respective (undergraduate or graduate) groups, and in accordance with University, College and unit bylaws. (AFR 2.4.3 and GSRR 5.1) The unit administrator shall designate one of the faculty members to serve as chairperson of the hearing board. The chairperson of the hearing board shall record and administer the proceedings and organize the preparation of the report summarizing the findings of the board. The unit administrator may serve as an ex officio member of the hearing board without vote. No one involved in the case may serve on the hearing board. (GSRR 5.1.2 and 5.1.7)
- 2.3. The unit hearing board shall review each student complaint and forward a copy of the request for a hearing to the appropriate individual(s) and invite a written response (GSRR 5.4.12.4). After considering all submitted information, the hearing board may:
 - a) Decide that sufficient reasons for a hearing do not exist and dismiss the grievance.
 - b) Decide that sufficient reasons for a hearing exist and accept the request, in full or in part, and proceed to schedule a hearing.
- 2.4. Hearings shall be scheduled within ten (10) class days of the decision of the unit hearing board to hear a grievance. At least three (3) class days prior to a formal hearing, the respondent and the complainant shall be notified by the chairperson of the hearing board of the time and place of the hearing and the names of the parties to the grievance, hearing panel members, witnesses, and counsels. (AFR 2.4.4 and GSRR 5.4.7)
- 2.5. Attendance at the hearing shall be limited to the hearing panel, the student complainant, the instructional staff member concerned (the respondent), and any witnesses called by the student or instructor. Each party to the grievance may be accompanied by a counsel of their choice who may assist in the preparation of their case. Involvement of counsel should normally not be required. When present, counsel shall be limited to a member of the student body, faculty, or staff of the University. (AFR 2.4.4.2 and GSRR 5.4.10) The unit administrator, the Dean, or the Dean's designee also may attend as observers.
- 2.6. Following the hearing, the chairperson of the unit hearing board shall prepare a written report of findings and rationale for the decision and shall forward copies to the parties involved, the responsible administrator(s), the Ombudsman, and the Dean of the College within ten (10) class days. If the student is in a graduate program, the report shall also be sent to the Dean of The Graduate School. The report shall indicate the major elements of evidence, or lack thereof, which support the hearing board's decision. All recipients are expected to respect the confidentiality of this report. When a hearing board finds that a violation of academic rights has occurred and that redress is possible, it shall direct the unit administrator to provide redress. The unit administrator, in consultation with the hearing board, shall implement an appropriate remedy. (AFR 2.4.5 and GSRR 5.4.11)

3. APPEALS



- 3.1. Either party to a grievance may appeal a decision of the departmental/school hearing board to the College hearing board. Undergraduate students whose initial hearing took place at the college level may appeal to the Academic Integrity Review Board, which is housed in the Provost's Office. Graduate students whose initial hearing took place at the college level may appeal to the University Graduate Judiciary, which is housed in the Graduate School. Appeals must be filed within ten (10) class days following notice of a decision. The original decision shall be held in abeyance while under appeal. (AFR 2.4.7.3 and GSRR 5.4.12 and 5.4.12.3)
- 3.2. Appeals must allege either that applicable procedures for adjudicating the case were not followed in the previous hearing or that the findings of the unit hearing board were not supported by the preponderance of the evidence. Presentation of new evidence will normally be inappropriate at an appeal hearing. (AFR 2.4.7 though 2.4.7.3 and GSRR 5.4.12 through 5.4.12.4.1).
- 3.3. All appeals must be written and signed and must specify the alleged defects in the previous adjudication(s) in sufficient particularity to justify further proceedings. The appeal must also specify the redress that is sought. (GSRR 5.4.12.2)
- 3.4. The College hearing board shall be composed of three faculty and three students. One of the faculty members shall serve as chairperson of the College hearing board and shall record and administer the proceedings and organize the preparation of the report summarizing the findings of the board. No one involved in the case may serve on the hearing board.
 - a) Faculty representatives to undergraduate hearings shall include the Chairperson of the Undergraduate Programs Committee or designee, who also shall serve as chair. Student representatives to undergraduate hearings shall be selected by the Undergraduate Student Senate of the College.
 - b) Faculty Representatives to graduate hearings shall include the Chairperson of the appropriate College graduate committee (either the Masters Programs Committee or the Doctoral Programs Committee) or designee, who also shall serve as chair. Student representatives to graduate hearings shall be selected by the Graduate Student Advisory Council of the College. (GSRR 5.1.3)
- 3.5. The College hearing board shall review each appeal request and forward a copy of the request to the appropriate individual(s) and invite a written response (GSRR 5.4.12.4). After considering all submitted information and within ten (10) class days of the appeal request, the College hearing board may:
 - a) Decide that sufficient reasons for an appeal do not exist and that the decision of the lower hearing body shall stand;
 - b) Direct the lower hearing body to rehear the case or to reconsider or clarify its decision; or
 - c) Decide that sufficient reasons exist for an appeal and accept the request, in full or in part, and proceed to schedule an appeal hearing.
- 3.6. Appeal hearings shall be scheduled within ten (10) class days of the decision of the College hearing board to hear an appeal. At least three (3) class days prior to a formal hearing, the respondent and



the complainant shall be notified by the chairperson of the hearing board of the time and place of the hearing and the names of the parties to the grievance, hearing panel members, witnesses, and counsels. (AFR 2.4.4 and GSRR 5.4.7)

- 3.7. Attendance at the hearing is limited to the committee, the student complainant, the instructional staff member concerned, and any witnesses called by the student or instructor. Each party to the grievance may be accompanied by a counsel of their choice who may assist in the preparation of their case. Involvement of counsel should normally not be required. When present, counsel shall be limited to a member of the student body, faculty, or staff of the University. (AFR 2.4.4.2 and GSRR 4.4.8) The Dean or the Dean's designee also may attend as observers.
- 3.8. Following an appeal hearing, the College hearing board may affirm, reverse, or modify the decision of the unit hearing body. (GSRR 5.4.12.4.1) The chairperson of the College hearing board shall prepare a written report of findings and rationale for the decision and shall forward copies to the parties involved, to the responsible administrator(s), and to the Ombudsman within ten (10) class days of the resolution of the appeal. If the student is in a graduate program, the report shall also be sent to the Dean of The Graduate School. The report shall indicate the major elements of evidence, or lack thereof, that support the College hearing board's decision. All recipients are expected to respect the confidentiality of this report. (AFR 2.4.5 and GSRR 5.4.11)
- 3.9. When a College hearing board finds that a violation of academic rights has occurred and that redress is possible, it shall direct the Dean of the College or the Dean's designate to provide redress. The administrator, in consultation with the hearing board, shall implement an appropriate remedy. (AFR 2.2.4 and 2.4.5; GSRR 5.4.11).

4. PROCEDURE FOR HEARINGS WITHIN THE COLLEGE

- 4.1. Hearing boards shall ensure that a collegial atmosphere prevails in grievance hearings.
- 4.2. At the appointed time and place the chairperson of the hearing board shall convene the hearing. The chairperson of the hearing board will establish time limits for the presentation of arguments and make a record of the proceedings. The procedure that will be followed in the hearing proper is as follows:

- Introduction of the hearing panel and statement of the issue by the chairperson of panel
- Presentation by the complainant or complainant's counsel
- Questions of complainant by respondent or his/her counsel
- Questions of complainant} by members of the hearing panel
- Presentation by each of complainant's witnesses
- Questions of each of complainant's witnesses by respondent
- Questions of each of complainant's witnesses by members of the hearing panel
- Presentation by respondent



- Questions of respondent by complainant
- Questions of respondent by members of the hearing panel
- Presentation by each of respondent's witnesses
- Questions of each of respondent's witnesses by complainant's
- Questions of each of respondent's witnesses by members of the hearing panel
- Questions of complainant, respondent, or witnesses by hearing board members
- Final summary by complainant
- Final summary by respondent and/or his/her counsel
- Final questions of complainant, respondent, or witnesses by hearing board members
- Summary of the issue as clarified in the hearing by chairperson of panel
- Panel members meet in Executive Session. Agreement of a majority of those voting is necessary to sustain the grievance, and, if applicable, to recommend a remedy. If it appears necessary, the committee may, prior to reaching a decision, recess and then continue the hearing at a later date so that appropriate witnesses may be called to help determine matters of fact.

