



The University of Kansas

Ph.D. in Business

Handbook

2026-2027

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This publication is an effort by the Ph.D. Team in the School of Business to disseminate information about the Ph.D. program. Its purpose is strictly to inform. It should not be construed as a legal contract. The information contained in this document has been compiled from several sources including the *Graduate School Catalog*, the *Requirements for the Ph.D. in Business at the University of Kansas*, and information reported by the faculty. If there are any inaccuracies, please bring it to the attention of the Director of the Ph.D. Program.

1. DOCTOR OF PHILOSOPHY IN BUSINESS

The Ph.D. program was instituted in 1966, and the first Ph.D. degrees in business were awarded in 1970. The School's graduates have been successful. A few are in industry and government, but most hold university faculty positions. They have been contributors to scholarly research and effective teachers. A partial list of the universities in which our Ph.D. graduates have been placed or finally moved to includes Arizona State, Arkansas, Central Florida, Cincinnati, Colorado, Cornell, Delaware, DePaul University, Duke, George Washington University, Illinois, Indiana, University of Iowa, Kentucky, Louisville, Massachusetts, Michigan State, Minnesota, Mississippi, Nevada-Las Vegas, Northwestern, Notre Dame, Ohio State, Oklahoma State, Oregon, Oregon State, Pennsylvania State, University of Pennsylvania, University of Pittsburgh, Purdue, Rutgers, Simon Fraser, South Carolina, South Dakota, South Florida, Texas A&M, Tulane, Virginia Polytechnic, Washington (St. Louis), Washington State, Wisconsin, and Wyoming.

The mission of the Ph.D. program in business is to develop proficient researchers and effective teachers, well-educated in substance and methods of business research, and capable of pursuing successful careers in academia or business.

The Ph.D. program in the School of Business seeks to prepare students for an active career in research and teaching. Students are: (1) provided with a comprehensive knowledge of existing research in their chosen field and related discipline, (2) given a thorough understanding of relevant research methodology, and (3) prepared so that they develop the capacity to conduct quality research, direct research by others, and effectively communicate research findings through their writing. Through teaching seminars and classroom experience, students develop their teaching skills in their area of specialization. The program emphasizes basic knowledge in foundation areas such as Probability and Statistics. Subsequently, each student specializes in one of seven areas of concentration - Accounting, Analytics, Information & Operations, Finance, Human Resources Management, Marketing, Organizational Behavior, or Strategic Management.

The program continues to be limited in size to ensure close faculty supervision and individual attention.

I. APPLICATION AND ADMISSION

- A. Students are admitted once each academic year at the start of the fall semester. For entry in the fall, the priority deadline is Dec. 15, and the final deadline is Jan. 10. All applicants are encouraged to apply early. Notification of admission and financial aid will be made by April 15. Most students hold a master's degree, but highly qualified applicants may apply directly after completing an undergraduate degree in any discipline. Applicants do not need to seek a faculty advisor prior to applying to the program.

College calculus is a prerequisite for admission. You must have a completed application file prior to our review. Incomplete applications or applications received after Jan. 10 will not be considered for admission.

A complete application contains the following:

- A completed KU Graduate Studies application.
- Graduate Management Admission Test (GMAT) Focus Edition scores OR Graduate Record Exam (GRE) scores (unofficial scores are accepted for the admission process).
- Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) scores from all international students or from applicants whose native language is not English, sent from TOEFL or IELTS. Duolingo scores are not accepted.
 - iBT minimum score to apply is 100; iBT new score beginning 1/21/2026 minimum is 5. IELTS minimum score to apply is 6.5 Total Band and at least 6 in each component (listening, reading, writing, and speaking)
 - [University English proficiency requirements](#).
- Official transcripts of all undergraduate and graduate study completed to date (unofficial transcripts are accepted for the admission process).

- Three letters of recommendation received directly from the persons writing the letters.
- A non-refundable application processing fee of US \$65 for domestic applications and \$100 for international applicants payable to the University of Kansas
- Resume*
- Statement of purpose*

*Large Language Models (LLM) are a form of generative artificial intelligence (GAI) that are powerful tools, capable of assisting with research, ideation, and even refining written communication. However, it is imperative that applicants prepare essays and other application materials (e.g., resume, statement of purpose) that are in the applicant's *own* voice, free from plagiarism, and authentic to the writer's experiences and thought processes. When preparing your application materials, if you choose to use AI, you should use this tool as you would in collaboration or support from human resources such as peers, mentors, or writing centers. AI can be useful for feedback and refinement when those more traditional resources are not available. Just as you would not copy the work of a human collaborator or source, *it is not acceptable to copy Generative AI content into your application.*

Your statement of purpose and any additional submitted documents should entail *your* unique perspective, experiences, ideas, and aspirations. We encourage you to take the time for meaningful self-reflection and careful writing. Show us *your* intellect, individuality, skills, and creativity *in your own words.*

- B.** Admission to our program is competitive, with only 5-10 students admitted annually. Admission to the Ph.D. program in Business is overseen by the Director of the Doctoral Program in conjunction with the area program committee.

If admitted, final and official transcripts must be received – sent directly from your institution – by the end of your first semester of graduate enrollment to be eligible to continue enrollment. The official transcript must show that your undergraduate degree has been conferred.

II. TUITION AND FEES

- A.** All admitted students will receive scholarships to cover their tuition and most University fees. Payment of tuition entitles the student to instruction in classes, guidance and evaluation of individual fieldwork and field learning experiences, and library privileges. Payment of the School of Business course fee entitles a student to use the computer labs and other School of Business student facilities. Payment of required Lawrence campus fees entitles the student to most office visits at Watkins Memorial Health Center within the academic term at no charge and other medical services at Watkins Memorial Health Center at an itemized charge, use of the Kansas Union, admission at student rates (if any) to most campus events within the limit of seats available, a copy of the *University Daily Kansan*, and participation in other activities.

III. FINANCIAL ASSISTANCE

- A.** Students admitted to the Ph.D. program receive financial assistance. Contingent upon satisfactory progress and availability of funds, the School provides financial assistance to students for the first four years of their programs. Financial assistance is available, in varying degrees, through assistantships, fellowships, grants, loans, and employment.
- B. Assistantships:** Some Graduate Research Assistantships are usually available, but most Ph.D. students are supported through Graduate Teaching Assistantships. The teaching assistant appointments are 50 percent full-time. Appointment as a Graduate Teaching Assistant (40 % or more) entitles the student to a full tuition waiver. For non-native speakers of English, an appointment as a Graduate Teaching Assistant is only made after the student submits a TOEFL iBT and receives a 22 on the speaking portion of the exam or an 8 on the IELTS, or passes the Test of Spoken English (TSE) or the Speaking Proficiency English Assessment Kit (SPEAK) test administered by the Applied English Center at the University of Kansas and passes an oral interview conducted by no fewer than three institutional personnel, one of which should be a student. More information may be found in the [Kansas Board of Regents Policy on Spoken English Language Competency of Faculty and Graduate Teaching Assistants](#). The School maintains flexibility in offering financial assistance. The University sets requirements for [GTA and GRA eligibility](#). All students appointed via a GTA will be required to undergo [performance evaluations](#). Furthermore, all GTA's are part of the Graduate Teaching Assistant Coalition (GTAC) and follow the [GTA Memorandum of Agreement](#) policy.

C. Fellowships and Grants: The School has been successful in nominating doctoral students for fellowships and grants from sources outside the School of Business. Our students have received awards from the Richard D. Irwin Foundation, Beta Gamma Sigma, the American Accounting Association, Accounting Doctoral Scholars, Deloitte Foundation, Kauffman Foundation, and the University of Kansas Office of Graduate Studies. The School of Business maintains active files on these and many other sources of fellowships and grants, recommends qualified students for the awards, and works closely with the student in submitting application materials. Some assistance in the form of loans or other employment is available through the University of Kansas, Office of Student Financial Aid, KU Visitor Center.

Additionally, the School of Business and the Office of Postdoctoral Affairs offer awards for teaching and research. This information can be found on the shared drive for the current students and on the [Graduate and Postdoctoral Affairs](#) website.

IV. GLOSSARY

Aspirant - a student who has been accepted into and is currently enrolled in the doctoral program.

Director - a member of the School's administrative staff who is responsible for managing the student affairs and administrative functions of the Doctoral Program at the School of Business and provides support for the Ph.D. Team.

Candidate - a candidate for the doctoral degree is a student who has completed all requirements for the degree except the dissertation. Such a student is often referred to as "ABD" (all but dissertation).

Associate Dean of Graduate Programs - the faculty member who leads the School-wide effort in achieving the School's mission and objectives related to graduate education.

Comprehensive Examination - a written/oral examination in the aspirant's major area of study. The examination is required by the Office of Graduate Studies of the University. The aspirant will have completed all coursework proposed for the degree prior to the scheduling of the examination. The Committee will consist of at least four faculty members in the student's area of concentration and one member of the graduate faculty from outside the School of Business.

Curriculum and Background Guidance Sheet - a document prepared by the student in consultation with his/her advisor and approved by the student's area faculty and the Ph.D. Team. This document serves as an approved plan of coursework for the individual student.

Dissertation Committee - a committee of faculty whose research interests are compatible with the intended dissertation research of the candidate. The Committee must be composed of at least five members, one of whom will be from outside the School of Business. The Chair of the Dissertation Committee may or may not have been the student's faculty advisor.

Faculty Advisor - a faculty member from the student's area of concentration. The faculty advisor will be selected by the student during his/her first semester in the program. The advisor must agree to the selection. The faculty advisor assists the student in planning the Curriculum and Background Guidance Sheet, in determining research interests, and chairs the Qualifier Assessment Team. The initial faculty advisor may or may not continue as the candidate's comprehensive examination or dissertation chair.

Qualifier Assessment Team - at least five members of the graduate faculty approved by the Ph.D. Team. The aspirant's faculty advisor is expected to act as the chair of the team. At least two members will be from the aspirant's area of concentration, and two members will be from the graduate faculty who teach the six tool area courses. The Qualifier Assessment Team will meet prior to the end of the aspirant's second year in the program to determine whether the aspirant should continue in the program.

Ph.D. Team - a committee appointed by the Associate Dean of Graduate Programs of the School of Business to provide leadership and direction to the KU School of Business Ph.D. Programs. The Team establishes policies and guidelines for the Ph.D. program as well as acts on nominations for awards, awarding of funds, and other matters as necessary.

2. POLICIES FOR THE Ph.D. IN BUSINESS

The PhD degree in Business is granted by the Office of Graduate & Postdoctoral Affairs (GPA) at the University of Kansas. Most policies and procedures of our Ph.D. program are determined internally. However, when discrepancies exist, GPA policies and procedures supersede those of our program. Not that GPA has policies and procedures that are not specifically covered in this handbook, and it is the responsibility of the Ph.D. students and faculty to become familiar with and stay abreast of changes to [GPA Policies](#).

I. CURRICULUM AND BACKGROUND GUIDANCE SHEET

By August 1st of the student's first year of enrollment, the aspirant and his or her advisor will prepare and submit a Ph.D. Curriculum and Background Guidance Sheet.

The Ph.D. Curriculum and Background Guidance Sheet should show all details of the aspirant's planned program of studies including:

1. Recommended preparation for the Qualifier Assessment.
2. The aspirant's proposed area of concentration, supporting areas, and research methodology preparation.

The Curriculum and Background Guidance Sheet should be circulated by the aspirant among the area faculty for their advice.

After advice from the area faculty is incorporated in the Curriculum and Background Guidance Sheet, it should be submitted to the Ph.D. Team for formal approval. After approval by the Ph.D. Team, the document is included in the student's permanent file.

II. QUALIFIER ASSESSMENT POLICY

By December 1st of the student's second year of enrollment, a committee of graduate faculty members from the student's foundation area will meet to assess the student's progress in the program.

Goals:

1. To ensure that students admitted to our Ph.D. program are capable of successfully completing the requirements in four to five years. If we admit students incapable of completing the requirements in four to five years, such students deserve to be informed as early in their program as possible (no later than the end of their third semester in the program).
2. To ensure that all students have a minimum level of competence in the various tool areas (e.g., behavioral sciences, economics, and statistics) in doing publishable research in their respective areas of concentration, and in teaching in their respective areas of concentration.

Qualifier Policy

Foundation Coursework. All aspirants will demonstrate some proficiency in doing original publishable-quality research and some proficiency in teaching.

- **Accounting Ph.D. students** will be required to take a two-course sequence in probability and statistical methods (The requirement could be satisfied by taking BSAN 920 and BSAN 921, or equivalent courses in other departments.) Students will also be required to take courses in microeconomic theory (BE 917 and ECON 715).
- **Analytics, Information, & Operations Management Ph.D. students** will be required to take a two-course sequence in probability and statistical methods (The requirement could be satisfied by taking BSAN 920 and BSAN 921, or equivalent courses in other departments.) AIO students will also be required to take ECON 800, ECON 801, ECON 802 or ECON 830, and ECON 817.

- **Finance Ph.D. students** will be required to take a two-course sequence in probability and statistical methods (The requirement could be satisfied by taking BSAN 920 and BSAN 921, or equivalent courses in other departments.) Finance students will also be required to take one course in regression (BSAN 922).
- **Human Resources Management, Organizational Behavior, and Strategic Management Ph.D. students** will be required to take MGMT 905, MGMT 916, MGMT 950, MGMT 951, MGMT 953 or MGMT 954, MGMT 956 or MGMT 957, MGMT 998, and MGMT 952. These students will also be required to take one course in microeconomic theory (BE 917, or BE 701, or ECON 700).
- **Organizational Behavior Ph.D. students** will be required to take MGMT 905, MGMT 916, MGMT 953, MGMT 954, MGMT 956 or MGMT 957, MGMT 950 or MGMT 951, MGMT 998, and MGMT 955. These students will also be required to take one course in microeconomic theory (BE 917, or BE 701, or ECON 700).
- **Strategic Management Ph.D. students** will be required to take MGMT 905, MGMT 916, MGMT 956, MGMT 957, MGMT 950 or MGMT 951, MGMT 953 or MGMT 954, MGMT 998, and MGMT 958. These students will also be required to take one course in microeconomic theory (BE 917, or BE 701, or ECON 700).
- **Marketing Ph.D. students** will be required to MKTG 901, MKTG 951, MKTG 952, MKTG 957, and additional tool courses depending on the consumer behavior or quantitative area.

These courses should be completed within the first two years of a student's program. In addition to these courses, students are required to take additional area-specific foundation courses, defined by their area group. (see appendices for the specific area required coursework).

Students may petition to substitute another course for a required course that is not being offered in a reasonable timeframe or in which the student can demonstrate competence. Area-specific foundation requirements may be changed with the approval of the area group and the Ph.D. Team. Courses recommended for preparation for the qualifier assessment may not be included in the concentration or minor areas. A minimum of 15 courses, plus BUS 901 for analytics, information, and operations management, and marketing students, FIN 901 for accounting and finance students, and MGMT 901 for organizational behavior, strategic management, and human resources students. Furthermore, BUS 902 and BUS 903 are required for the completion of the degree in all areas.

Qualifier Assessment

1. Composition of the Qualifier Assessment Team. The Qualifier Assessment Team (QAT) shall normally consist of at least five members of the graduate faculty approved by the Ph.D. Team. At least two of the members must be selected from the graduate faculty in the aspirant's area of concentration. The aspirant's faculty advisor is normally expected to be a member of the team and act as the chair of the team.
2. Timing. The QAT will meet at an appropriate time determined by the aspirant's faculty advisor. Normally, the QAT will meet sometime during the third semester (excluding summers) of the aspirant's program. A QAT meeting must be scheduled before the end of the third semester (excluding summers) of the aspirant's program regardless of the aspirant's coursework.
3. Format. The student will submit a written description of research productivity (including the paper developed as part of the first-summer research project) and near-term research goals as part of their Qualifier Assessment to the Director of the Ph.D. program, by mid-semester prior to the QAT meeting. The QAT will meet and determine whether the aspirant should continue in the doctoral program (by assigning a satisfactory grade) or not (by assigning an unsatisfactory grade). They will do so holistically after taking into account the performance of the aspirant in qualifier preparation courses, the research skills of the aspirant, and the teaching skills of the aspirant. Aspirants are normally expected to pass tool area courses with a grade of B or better. However, if an aspirant receives a B grade in tool courses, the QAT may decide to assign an unsatisfactory grade. Or if an aspirant receives a C grade in one tool area course and a mixture of A's and A+'s in all other tool area courses, the QAT may decide to assign a satisfactory grade.

The QAT will judge the research and teaching skills of the aspirant holistically after taking into account the aspirant's research activities, performance in research methodology courses, performance in 998: Independent Study for Doctoral Students, performance in BUS 901, MGMT 901, or FIN 901, performance in advanced courses in the aspirant's area of concentration, performance in supporting areas courses, performance in BUS 902: Teaching Seminar and BUS 903: Responsible Conduct of Research, and/or performance in the classroom as a graduate teaching assistant. The QAT may, at its discretion, interview the student before it makes its determination of the grade. The QAT chair will write a short memorandum to the Ph.D. Team indicating the grade assigned to the aspirant with a brief justification.

4. Appeal. In case an aspirant receives an unsatisfactory grade, no later than two weeks after notification of the results, the aspirant may file a written appeal to the Ph.D. Team to review the decision. Upon receiving such an appeal, the Ph.D. Team will consider it and review the decision. The decision of the Ph.D. Team will be final.

Research Competence

In the first semester of the aspirant's program, the student will schedule individual meetings with all willing area graduate faculty to discuss potential research projects on which the aspirant can work to learn research skills. (An applicant will be admitted to the doctoral program only if there are at least two graduate faculty members willing to act as advisors, i.e., work with the applicant to teach them research skills. Also, prior to enrollment for the first semester, the aspirant will be counseled by at least one area faculty regarding the courses in which the aspirant must be enrolled during the first semester.) As soon as possible, an aspirant will seek out a willing graduate Business faculty member to serve as their faculty advisor based on the aspirant's research interests. It is the responsibility of the aspirant to secure a willing graduate Business faculty member to serve as their advisor. If a student cannot identify a faculty member in their academic area willing to serve as their advisor, they will not be considered to be making satisfactory progress. Until the aspirant is assessed as satisfactory by the Qualifier Assessment Team, the aspirant will enroll for a total of at least **10 credits per semester** (excluding summers) including qualifier preparation courses (e.g., BSAN 920, BSAN 921, BSAN 922, BE 701, BE 917, MGMT 905, MGMT 906, MGMT 916, or ECON 700, and area-specific courses), research methodology courses (such as 998: Independent Study for Doctoral Students, BUS 901, FIN 901, or MGMT 901), BUS 902: Teaching Seminar, BUS 903: Responsible Conduct of Research, advanced courses in the aspirant's area of concentration (major), and courses in one or two supporting areas (minors). During the first Summer semester, the aspirant is expected to work at least half-time exploring some research topic in the aspirant's area of concentration and submit a research paper to the Ph.D. Team (as part of their fully paid summer stipend), under the supervision of a graduate faculty member. (During this time, the aspirant will be supported by a half-time graduate research assistantship.) The School of Business expects you to be on campus during the summer while receiving this funding. A student is entitled to be off campus for two to three weeks during the summer, but you must inform and consult with your advisor for approval. A goal of the research competence requirement is for the aspirant to write a publishable quality scholarly article by the end of the third or fourth semester of study.

III. ANNUAL EVALUATION

Each Ph.D. student will be evaluated annually by the Associate Dean of Graduate Programs and the Ph.D. Team. This evaluation may be done in consultation with the student's advisor and/or the area faculty. In evaluating progress and performance, factors considered must relate directly and substantially to the student's preparation for a career of scholarly research and teaching. Due to the highly individual nature of each student's program, specific definitions of satisfactory performance cannot be given. However, general guidelines are possible which allow a student to determine whether his/her progress and performance may be investigated more closely during this annual review.

1. First-year students are required to submit a research paper by the end of the first summer in the program as part of their full paid summer fellowship.
2. Each student should have his or her Curriculum and Background Guidance Sheet submitted to the Ph.D. Team by August 1st of their first year in the program.
3. The student should be completing those courses which are listed on his or her Curriculum and Background Guidance Sheet in a timely fashion.

4. The student will complete all qualifier requirements in the time period indicated in the Curriculum and Background Guidance Sheet.
5. The student will maintain a grade-point average at or above 3.0 on a 4.0 point scale for all courses.
6. A student is expected to pass the Comprehensive Written-Oral Examination within two and a half years of initial enrollment or in the time period indicated in the Curriculum and Background Guidance Sheet, and after a maximum of two attempts.
7. The student should have an acceptable teaching performance as measured by student feedback and/or classroom visitation.
8. The student should complete the dissertation proposal defense by the end of the third year of study or in the period indicated in the Curriculum and Background Guidance Sheet.
9. The student should complete the final oral exam within four years of initial enrollment or in the period indicated in the Curriculum and Background Guidance Sheet.
10. Other relevant factors may also be included in this annual review. Any lack of progress or unsatisfactory performance can, by mutual consent, result in the student being placed on probation for a period of time with agreed-upon conditions for removal of probationary status or dismissal from the program. The appeal of dismissal must be made, in writing, within six months of notification.

If mutual consent is not reached, the matter may be brought to the Ph.D. Team. This Team may recommend that the student be placed on probation for a defined period of time. Such action will be communicated in writing to the student, and the period of probation shall not normally exceed one semester. The Dean's Office remains solely in charge of teaching assistantship assignments, regardless of probationary status, per se. Decisions on other financial aid may, however, be based on teaching expertise, academic record, and research qualifications or other relevant criteria.

Upon completion of a probationary period, the Associate Dean of Graduate Programs and the Ph.D. Team may review the performance of the student, and either dismiss the student from the program or remove the student from probationary status. If the student wishes to appeal this decision, such an appeal may be made to the Ph.D. Team. This does not eliminate further appeals to the University Judiciary Committee. The Chair may continue the student's probationary status at his or her discretion.

IV. PROBATION AND DISMISSION POLICY

To be in good standing, a student must maintain a 3.0 cumulative grade-point average; if the grade-point average falls below 3.0, the student should be placed on probation. This action is followed by a letter to the student confirming the probation and explaining the student's options.

A student is placed on probation for one academic semester. If the cumulative grade-point average has not risen to 3.0 in the next semester of enrollment (excluding summers) while on probation, the student can either be dismissed or allowed to continue on probation, depending on the Ph.D. Team's decision. Continued probation would require that the Area Director for the student's concentration area write a letter to the Ph.D. Team explaining why the student should be allowed to continue.

A graduate student can be dismissed upon recommendation from the Area Director for the student's concentration area. Usually, a graduate student is dismissed because of a low grade-point average; however, failure of examinations or failure to make satisfactory progress toward the degree is also a cause for dismissal. Furthermore, if a student cannot identify a faculty member in their academic area willing to serve as their advisor, they will not be considered to be making satisfactory progress. Academic dismissal should occur before a given semester; however, if a student is dismissed during the semester, the dismissal

is effective only at the **end** of the semester in which the Ph.D. Team gives notification of dismissal. The student is then notified of the dismissal.

V. SCHOOL OF BUSINESS P.D. PROGRAM ACADEMIC MISCONDUCT POLICY

We believe that doctoral students should be held to a higher standard with regard to academic integrity than other students in the School given their future role in doing research and teaching in the university setting as well as enforcing such standards in their own classes. To this end, the faculty of the KU School of Business provides a course, BUS 903 - Responsible Conduct in Research, which is required of each student in the Ph.D. program.

Consistent with USRR 2.7.1 and existing Graduate Studies Policies on "Good Academic Standing" and "Dismissed Enrollment," this document discusses the guidelines for probation and dismissal of doctoral students who commit academic misconduct. The Ph.D. program administrators will regularly check with the Provost's office for any records of misconduct by business doctoral students in any class at KU (inside or outside of the School of Business). For example, these checks will occur (but are not limited to): (a) at the end of the first year for use in the qualifying review process; (b) prior to the start of any teaching responsibilities; (c) prior to comprehensive exams; (d) prior to the dissertation proposal defense. Instances of misconduct will be shared with the members of the Ph.D. team, advisors, and Deans of the School.

The first case of any academic misconduct in a class *anywhere* in the university may result in probation or dismissal of the student depending on the severity of the misconduct and the student's response. It is expected that the advisor, Associate Dean of Graduate Programs, Ph.D. team members, and Ph.D. program director will all be granted access to the details of a misconduct case by the professor involved. If probation, the conditions for the probation are set by the Associate Dean of Graduate Programs and Ph.D. program director in consultation with the advisor and Ph.D. team members. The conditions may include (but are not limited to) such assignments as reviewing the literature on the area of the responsible conduct in research violated by the misconduct and/or reviewing the material covered in the target class. These conditions and the choice of probation vs. dismissal will be based on the details of each individual case. Importantly, if the student is not dismissed as a result of the first offense and if the conditions for the probation are not met in a timely manner, or if a second act of misconduct occurs, the student will likely be dismissed from the Ph.D. program.

Dissertations will also be reviewed by the advisor and program director for academic misconduct before being submitted to the Research and Office of Graduate Studies. Academic misconduct on a dissertation is grounds for dismissal from the program. Academic misconduct on the dissertation that is not discovered until after graduation may be grounds for revoking the Ph.D. degree. In summary, the Ph.D. program in the KU School of Business seeks to maintain the highest standards of academic integrity with this policy.

VI. INCOMPLETE GRADE

The "I" grade indicates coursework that has been of passing quality but which is partially unfinished for good reason. A student who has an I posted for a course must make up the work by the date determined by the instructor, in consultation with the student, which may not exceed one calendar year, or the last day of the term of graduation, whichever comes first. An I not removed according to this rule shall automatically convert to a grade of F, or the lapse grade assigned by the course instructor, and shall be indicated on the student's record.

VII. ADVISING AND MENTORING

In the first year of the doctoral program, each student is assigned an initial Faculty Advisor(s) by the Area Director. This advisor(s) helps guide the student through independent research and the elective components of the course sequence, tailored to the student's research interests. Advisor(s) assignments may be changed at any time upon request by either the advisor(s) or the student. It is the responsibility of the PhD student to secure a willing graduate Business faculty member to serve as their

advisor. If a student cannot identify a faculty member in their academic area willing to serve as their advisor, they will not be considered to be making satisfactory progress (see PhD Handbook II. Research Competence). The primary responsibility for maintaining communication with the advisor and ensuring timely progress toward program completion rests with the student. The following are best practices for PhD student advising and are intended as guidance, not as a binding contract.

Faculty Advisor(s) Best Practices – Initial Advisor:

- Maintain regular accessibility for advising and feedback, establishing clear timelines for response. Feedback should be timely, constructive, and actionable.
- Demonstrate adherence to responsible research conduct standards within their field.
- Orient students to program milestones and expectations by helping students understand key program requirements, academic milestones, and departmental norms (e.g., first-year summer paper expectations, comprehensive exams, research pipeline development, and productivity during each stage of the program).
- Facilitate research socialization through research seminars and/or brown bag sessions held by the area (or outside the area when relevant). Introduce them to faculty and peers with aligned research interests as appropriate. Advise the student on building and navigating relationships with faculty.
- Make appropriate arrangements for continued supervision during any leaves or extended absences.
- Support and encourage student participation in conferences (local, national, or international) and the publication of their research.
- Write letters of reference and provide general support for professional development.
- Foster a research environment that is safe, inclusive, and free from harassment and discrimination.
- Remain attentive to the specific academic needs of international students, students from underrepresented groups, students with disabilities, and those with family responsibilities.
- Clearly communicate if the student's performance is not meeting expectations, offering a path and timeline for returning to good academic standing. Addressing performance concerns proactively prevents unnecessary extension of the program.
- If the initial advisor is not expected to serve as the dissertation advisor, they should assist the student in identifying and meeting with potential long-term advisors as the student's research interests take shape, particularly through exploratory conversations in the second semester.
- Mentor students on how to manage multiple research projects at various stages (i.e., idea development, working paper, conference submission, under journal review, rejected, and finding a new outlet, revise-and-resubmit, etc.), and encourage them to build a robust research pipeline to support both job market readiness and early-career publishing success.

Faculty Advisor(s) Best Practices – Qualifier Assessment, Comprehensive Exams, and Dissertation Advisor(s):

- Assist the student in selecting and planning an original research topic that can be completed within the program's expected time frame.
- Maintain regular accessibility for advising and feedback, establishing clear timelines for response. Feedback should be timely, constructive, and actionable.
- Demonstrate adherence to responsible research conduct standards within their field.
- Make appropriate arrangements for continued supervision during any leaves or extended absences.
- Support and encourage student participation in conferences (local, national, or international) and the publication of their research. Provide guidance on career planning, job market preparation, CV development, and refer students to relevant professional resources. Write letters of reference and provide general support for professional development.
- Foster a research environment that is safe, inclusive, and free from harassment and discrimination.
- Remain attentive to the specific academic needs of international students, students from underrepresented groups, students with disabilities, and those with family responsibilities.
- Mentor students on how to manage multiple research projects at various stages (i.e., idea development, working paper, conference submission, under journal review, rejected, and finding a new outlet, revise-and-resubmit, etc.), and encourage them to build a robust research pipeline to support both job market readiness and early-career publishing success.

- Maintain responsive communication channels with advisees. Dissertation advisors are expected to respond to student emails and meeting requests within a reasonable timeframe, unless otherwise communicated (e.g., during travel). If longer response times are anticipated, advisors should inform students in advance and provide planning guidance to help students manage timelines and avoid disruptions to their academic progress.
- Facilitate or coordinate opportunities for students to practice job talks, research presentations, and interview responses in both formal and informal settings. Support students presenting at departmental brown bags or workshops to refine their communication skills and gain confidence in presenting their research to academic audiences.
- Offer guidance and resources to help students navigate the transition from the doctoral program to academic positions. Specifically, help students understand the expectations surrounding teaching, research, and service in various types of institutions (e.g., research-focused vs. teaching-focused). Discuss strategies for establishing a sustainable research agenda, managing time and responsibilities, and setting publication goals in the post-PhD program period.

The Faculty Advisor plays a critical role in shaping the student's academic path, research direction, and early career. Students benefit from identifying a long-term advisor early in their program to plan and refine their research trajectory. Ideally, the advisor should be a seasoned expert in the student's area of specialization and capable of supporting advanced development through activities such as directed readings and collaborative research projects beyond standard coursework.

Office of Graduate Service Level Agreement Policy (effective Fall 2025)

[Graduate Student Advising and Mentoring Policy](#)

Advising and Mentorship

- Provide, or ensure students receive from a faculty advisor or committee, information and guidance appropriate to their background, research needs, and stage in the program, including the following areas:
 - Course enrollment
 - Major milestones
 - Research/scholarship
 - Discipline-specific standards & expectations
 - Professional Development
 - Identifying a graduate committee
 - Job market preparation

Curriculum Oversight

- Ensure the accuracy, integrity, and effectiveness of degree program requirements.
- Coordinate efforts in department that ensure information in the academic catalog is up-to-date, and accurately and effectively communicates program requirements, and complies with University and HLC policy and expectations.
- Coordinate efforts in the department to ensure they accurately and effectively guide students through the logistics and expectations of program requirements, graduate employment, and life in the department.
- Coordinate the timely completion and ensure the effectiveness and continuous improvement of artifacts and requirements related to Degree Level Assessment (e.g., Learning Outcomes, Curriculum Maps, Assessment Plans).

Conflict Resolution

- Assist with the resolution of conflicts between or among students and faculty related to academic issues.
- Connect students with appropriate resources for the resolution of conflicts as needed (e.g., University Ombuds', Office of Title IV, department grievance policy).
- Ensure the department has established an effective advisor change policy and provide oversight for these changes.

Faculty Point of Contact

- Serve as the point of contact for communications from the University, Office of Graduate Studies, Office of Graduate Admissions, and the school related to graduate student policies and translates this information to departmental leadership (chair), faculty, and students.
- Serve as the point of contact for communications and oversee the nomination process for graduate student and graduate program awards.

Additional Expectations for Research & On-ground Programs:

Student Degree Progression

- Provide primary oversight of students' progress to degree and lead or oversee processes aimed at evaluating student progress (e.g., annual student evaluations).
- In consultation with graduate committees and/or primary research advisors, implement interventions when students are not making satisfactory progress (e.g., decisions regarding probation or dismissal, implementing mentorship agreements or other mentorship tools).
- Monitor and work with the chair to ensure the accuracy and integrity of the grading of thesis and dissertation hours. Provide department approval or endorsement for all academic requirements and processes that require department level approval (e.g., exam committees, student petitions, probation & dismissal, approval of transfer credit and reduced credit hour degrees).

3. PROGRAM DETAILS

I. AREA OF CONCENTRATION AND SUPPORTING AREA(S)

The aspirant for the Ph.D. in Business must have an area of concentration, supporting areas, and preparation in research methodology.

1. **Area of Concentration.** Each aspirant, with the assistance of his or her faculty advisor and the area faculty, selects an area of concentration. The area of concentration is selected from the traditional business disciplines of accounting, finance, human resources management, marketing, analytics, Information, & operations management, organizational behavior, and strategic management. An aspirant may also propose an interdisciplinary area of concentration that is a combination of these disciplines or include emphases such as international business, law, and economics. The aspirant must take *at least* five advanced courses in the area of concentration. These courses may include those offered outside the School of Business.
2. **Supporting Areas.** Coursework in the area of concentration is supplemented and strengthened by study in one or two supporting areas. A supporting area is one that supplements and complements the area of concentration. The aspirant will satisfy the supporting area requirement by taking at least four advanced courses in the supporting areas (at least two courses in each of the two supporting areas, or at least four courses in one supporting area). Courses recommended for preparation for the qualifiers may not be included in satisfying the supporting area requirement.
3. **Research Methodology.** When preparing for the qualifier assessment, area groups should ensure that the student's program includes adequate preparation in research methodology.

II. BUS 901, FIN 901, or MGMT 901

All Ph.D. students must complete BUS 901, FIN 901, or MGMT 901, Research Issues in Business Administration. Enrollment in BUS 901 is required for four consecutive semesters during the first two years of study for Analytics, Information, & Operations Management, and Marketing students. For Human Resources Management, Organizational Behavior, and Strategic Management students, MGMT 901 is required for two consecutive semesters during the first year of study. For Finance and Accounting students, FIN 901 is required for one semester during the first year of study. All students must attend and engage in the Friday Speaker Series within each area.

III. BUS 902 and TEACHING

All Ph.D. students must complete BUS 902, Teaching Seminar. Students should enroll in this course during the first semester in which they teach independently. All Ph.D. students must also have teaching experience before completion of the Ph.D. program. Ph.D. students are expected to teach three classes independently during the program. However, Area Directors can, at their discretion, reduce this requirement to a minimum of two classes if this is sufficient to meet teaching expectations in the student's discipline, subject to resource availability and the student's progress as an instructor.

IV. BUS 903

All Ph.D. students must complete BUS 903, Responsible Conduct in Research. This is a half-module course on ethical business research which is offered every other year.

V. COMPREHENSIVE EXAMS

As an aspirant for the Ph.D. in Business, the student must successfully pass a comprehensive written-oral examination in the area of concentration.

A. Prior to taking the Comprehensive Written-Oral Examination, the Ph.D. aspirant must:

1. Have been enrolled in the Graduate Studies for no less than five months.
2. Pass or be waived from the coursework in the behavioral sciences, economic theory, and probability and statistics.
3. Complete all required coursework as specified on the Curriculum and Background Guidance Sheet unless an exception is approved by the Ph.D. Team.

B. Administration of the Comprehensive Written-Oral Examination

1. The examination will be offered when appropriate based on the recommendation of the aspirant's advisor.
2. The examination committee shall consist of at least five voting members of the graduate faculty designated by the Ph.D. Team. *One of the members must be from an area other than the student's designated School of Business area whom represents Graduate Studies and holds a regular graduate faculty appointment at KU.* The composition of the recommended committee should be circulated to all Graduate Faculty in residence of the Student's Area of Concentration for comment. If all Graduate Faculty in the Area approve the composition of the examination committee, the Ph.D. Team so designates this committee as the examination committee. If all Graduate Faculty in residence of the Student's Area of Concentration do not approve of the composition of the examination committee, the Ph.D. Team will explicitly designate the composition of the examination committee.
3. The Director for the Ph.D. Program will assist the Examining Committee in scheduling and administering the exams.
4. The written component of the examination will be written and reviewed by at least three members of the examination committee.
5. The oral component of the exam must be held within 2 weeks of completion of the written component.
6. The format of the oral component of the comprehensive examination will be the responsibility of the chair of the examination committee. It is recommended that the chair inform the aspirant and other members of the examination committee of the proposed format well in advance of the examination.
7. The grade on the comprehensive examination will be "Honors," "Satisfactory," or "Unsatisfactory." A "Satisfactory" grade requires the affirmative vote of a majority of the Committee members. A pass with "Honors" requires that all Committee members vote unanimously. Upon passing the comprehensive examination, the aspirant becomes a candidate for the Ph.D. degree.
8. An aspirant will normally be permitted to sit only twice for the Comprehensive Examination in the area concentration. In any case, the examination may not be repeated until at least 90 days have elapsed since the last unsuccessful attempt.

See appendices for marketing doctoral comprehensive examination policy.

- C. **Certification** by this examination should indicate, not only that the aspirant has successfully completed certain courses, but rather that he or she has demonstrated possession of a substantial body of knowledge, competence in the application of this knowledge, and capacity for continued independent study and research in the area.
- D. **Within sixty days of the successful completion** of the oral comprehensive exams, the candidate will submit a brief description of their dissertation (no more than a page) and the composition of the proposed dissertation committee for the Team's approval. (See below.)
- E. **Post-Comprehensive Enrollment.** After passing the comprehensive oral examination for a doctoral degree, the candidate must be continuously enrolled each fall and spring semester until all requirements for the degree are completed, and each enrollment must reflect as accurately as possible the candidate's demands on faculty time and university facilities. During this time, until all requirements for the degree have been completed (including the filing of the dissertation) or until 18 post-comprehensive hours have been completed (whichever comes first), the candidate must enroll for a minimum of 6 hours a semester. Post-comprehensive enrollment may include enrollment during the semester or summer session in which the comprehensive oral examination has been passed. If after 18 hours of post-comprehensive enrollment the degree is not completed, the candidate must continue to enroll each semester (not including the summer session) until all requirements for the degree have been met.
- F. **Comprehensive Exam Time Constraints.** The doctoral candidacy period between the passage of the oral comprehensive examination and the final dissertation defense must last no longer than 5 years. If a student took the oral comprehensive examination more than 5 years prior to the dissertation defense, a re-evaluation of the student's candidacy status is necessary. Re-evaluation of the student's candidacy status can include retaking the comprehensive oral examination.

VI. Ph.D. DISSERTATION

Upon passing the comprehensive written-oral examination, the aspirant becomes a candidate for the Ph.D. in Business.

- A. **Graduate Coursework Expiration Dates.** Courses completed at the University of Kansas, or transfer credits from another university, cannot be used to fulfill graduate degree requirements if these courses were completed more than ten (10) years prior to the final defense for doctoral candidates.
- B. **Appointment of Dissertation Committee.**
 1. Within sixty days after the successful completion of the comprehensive written-oral examination, the candidate will select a member (or members) of the graduate faculty authorized to chair dissertations as his/her thesis advisor (or co-advisors). Dissertation chair status is reserved for tenured faculty who have had experience serving on graduate thesis and dissertation committees and who are recognized as established scholars. The candidate with the advice and consent of their dissertation advisor(s) will select other members of the dissertation committee. The candidate will submit a brief description of their planned dissertation (no more than a page) and the composition of the dissertation committee to the Ph.D. Team and seek its formal approval.
 2. The Committee must consist of at least five members (the members of the dissertation committee plus other members of the graduate faculty recommended by the committee chair and the department and appointed by the Graduate Division) and may include members from other departments and/or on occasion, members from outside the University. *One of the members must be from an area other than the student's designated School of Business area whom represents Graduate Studies and holds a regular graduate faculty appointment at KU.*

C. Dissertation and Dissertation Proposal Defense.

Each candidate must present a dissertation showing the planning, conduct, and results of original research and/or scholarly creativity.

1. The dissertation shall be prepared under the direction of the dissertation committee.
2. Dissertation Proposal Defense. The aspirant shall prepare and successfully defend a research proposal at an oral examination before the Dissertation Committee. The objective of the oral examination is (a) the evaluation of the potential contribution of the proposed research, (b) the adequacy and appropriateness of the proposed research methodology, and (c) the aspirant's ability to successfully complete the proposed research. Copies of the dissertation proposal will be delivered to members of the dissertation committee and also made available to other interested faculty members and Ph.D. students, at least one week prior to the date of the oral examination.
3. It is strongly recommended that the candidate present the proposed dissertation research topic in a School workshop prior to scheduling the oral examination.
4. Instructions regarding proper form for the dissertation are available from the Director of the Ph.D. Program.

D. Final Oral Examination

1. When the dissertation has been tentatively accepted by the Dissertation Committee, but before it is delivered to UMI, the chairperson of the Dissertation Committee shall notify the Director of the Ph.D. Program of the scheduled date and time for the final oral examination. This notification should be made three weeks prior to the desired exam date.
2. The committee for the final examination shall consist of at least five members (the members of the Dissertation Committee plus other members of the graduate faculty recommended by the chair of the Dissertation Committee and approved by the Ph.D. Team). At least one of the members must be from a department other than the aspirant's major department; this member represents Graduate Studies and must be a regular member of the graduate faculty.
3. At least one month must elapse between the successful completion of the comprehensive written-oral examination and the date of the final oral examination.
4. Although the Dissertation Committee is responsible for the certification of the candidate, any member of the graduate faculty may be present at the examination and may participate in the questioning.
5. After the final oral examination has been successfully completed, the Dissertation Committee shall grade the written dissertation as "Honors" or "Satisfactory."
6. If the candidate fails the final oral examination, he or she may be allowed to repeat the examination upon the recommendation of the Dissertation Committee and the Ph.D. Team.
7. Graduate Studies requirement concerning the overall time limit on Graduate Study for the Doctorate is as follows: Doctoral degree students after being admitted to a doctoral program at the University of Kansas will normally complete all requirements for the degree in eight (8) years. In cases in which compelling reasons or circumstances recommend a one year extension of the normal eight-year limit, the Graduate Division shall have the authority to grant the one-year extension on the written advice of the Dissertation Committee. Students who complete their master's degree at KU and subsequently begin doctoral studies have a maximum total enrolled time of 10 years.

E. Filing of Completed Dissertation

1. When the final oral examination has been passed and the title and acceptance pages have been signed by the members of the Dissertation Committee, along with the appropriate fees, at the School of Business Ph.D. office by the deadline announced.
2. The dissertation should be submitted electronically to ProQuest/UMI on or before the date specified by Graduate Studies.
3. The candidate must submit an abstract of the dissertation (350 words or less) to be published in dissertation abstracts.

4. The candidate must complete and submit the ETD Release form, Survey of Earned Doctorates, the KU Doctoral Exit Survey, and the School of Business Doctoral Exit Survey.

F. Graduation

In addition to submitting an Application for Degree, the candidate must meet all the requirements outlined in section D in order to be eligible to participate in the annual Graduate School Hooding Ceremony in May. The deadline for submission of these documents is usually before the semester ends. Please check with the Director for specific dates each semester.

VII. UNIVERSITY POLICY AND DEGREE REQUIREMENTS

This section contains information on requirements and policies of the Office of Graduate & Postdoctoral Affairs, hereafter referred to as “the University”. It is not a complete list of all policies pertaining to graduate students. Only those policies that *most commonly* affect graduate students are included.

Policies are described in general terms and are intended to help students understand what is expected. They do not reflect the exact language of the official policy and should not be confused with official policy. Specific information and restrictions as well as links to relevant forms may be accessed by clicking on the policy headings. Links to the official policies in the KU policy library are found at the bottom of each policy description. Students are accountable to and should familiarize themselves with the University's official policies.

GENERAL POLICIES

The following University policies apply to ALL graduate students regardless of degree, program, or department. These are minimum general requirements. Your department or program may have more restrictive policies in any of these areas.

Admission

Degree or non-degree seeking applicants must have a bachelor's degree (as evidenced by an official transcript from the institution the degree was obtained).

Related Policies and Forms:

- [Admission to Graduate Study](#)

English Proficiency Requirements

The University requires all applicants, international or domestic, to demonstrate English proficiency for admission to any graduate program at KU. There are multiple ways to prove English proficiency:

- Declaration of native or native-like speaker status on the online application for graduate study.
- Official scores from an English proficiency standardized test (e.g., TOEFL, IELTS-Academic, or PTE), sent by the testing agency to the University of Kansas. Official scores must be less than two years old. Scores must be reported to KU directly by the testing service. Self-reported scores or unofficial scores are not accepted. TOEFL scores should be sent by ETS to the KU institution code 6871. IELTS should be sent to KU Graduate Admissions via the e-delivery service. PTE score sheets containing the Score Report Code and Registration ID should be emailed to graduateadm@ku.edu for verification.
- Graduation with a baccalaureate degree (or higher) earned in residence from an accredited English-medium college or university or an accredited college or university in the United States. Degrees earned online may not be used to verify English proficiency. Note: this option is not sufficient for employment as a Graduate Teaching Assistant.
- AEC Curriculum: Students who haven't taken one of the listed tests may complete coursework through the KU Applied English Center (AEC) to demonstrate English proficiency.
- US Military Employment: If you are employed as an officer in the U.S. military with documentation of selection or promotion to the rank of Major or higher (or the equivalent U.S. Navy or Coast Guard rank), then you will be considered fully proficient and will not be required to complete AEC testing.

Additional English Competency Requirements for GTAs:

English proficiency requirements for GTAs are governed by the Kansas Board of Regents and must be met separately from the English proficiency requirement for admission to a KU graduate program. Detailed information on English proficiency requirements for GTAs may be found on Graduate & Postdoctoral Affairs' Spoken English Competency page.

Related Policies and Forms:

[English Proficiency Requirements for Admission to Graduate Study](#)

[Spoken English Language Competency of Faculty and Graduate Teaching Assistants, Kansas Board of Regents Policy](#)

Enrollment

For graduate students, advising on enrollment and course selection takes place at the department level. While individual units may have additional enrollment requirements, for students who are required to enroll full-time (e.g., students holding a GTA/GRA/GA appointment, international students on an F-1 or J-1 visa, students receiving federal financial aid, etc.), the University defines full-time enrollment as follows:

Fall and Spring semesters:

- Enrollment in 9 credit hours;
- Enrollment in 6 credit hours plus a GTA, GRA, or GA appointment, regardless of the percentage of appointment;
- Doctoral candidates enrolled in dissertation hour(s). *See Doctoral post-comprehensive enrollment;
- Enrollment in 6 competencies for students in a Competency-Based Education (CBE) program.

Summer sessions:

- Enrollment in 6 credit hours;
- Enrollment in 3 credit hours plus a GTA, GRA, or GA appointment, regardless of percentage of appointment;
- Doctoral candidates enrolled in dissertation hour(s).
- Enrollment in 6 competencies for students in a CBE program

Graduate students are not normally permitted to enroll for more than 16 hours a semester or more than 8 hours in summer session.

While these are KU's definitions of full-time enrollment, other institutions may have different definitions. Be sure to consult with your financial aid and/or health insurance providers before making enrollment decisions.

Students not enrolled by 11:59 pm the day before the first day of classes will be assessed a late enrollment fee. The University Registrar then deactivates the KU ID of any student not enrolled by the last Friday in October (for Fall) or the last Friday in March (for Spring). Students who wish to enroll after that must submit a Permit to Re-Enroll to be reactivated.

Students who wish to leave their graduate program should inform the department of such plans in writing so that a Voluntary Withdrawal form may be submitted on their behalf. Please note that voluntarily withdrawing from your program does **not** automatically withdraw you from coursework. You must also withdraw from all classes in Enroll & Pay via the "Withdraw from the University" option.

Deadlines for adding, changing, dropping, or withdrawing from all courses, as well as any fines associated with the change, are set by the University. **Deadlines vary from year to year. Students should carefully review the current Academic Calendar.**

You may also wish to consult the Registrar's page on Effects of Dropping or Withdrawing on your Transcript.

Your graduate program coordinator (or similar title) is available to guide you through any enrollment scenarios or questions that come up. In order to avoid problems on your record, please consult with them prior to dropping or changing enrollment.

Related Policies:

[Discontinued Enrollment](#)

[Enrollment](#)

[Full-time Enrollment for Graduate Students](#)

[Graduate Coursework Expiration Dates](#)

[Master's Degree Requirements](#)

Graduate Credit (Including Transfer Credit)

The University's Graduate Credit policy defines KU's conditions for the following:

Definition of graduate credit for the purposes of a course "counting" towards a graduate degree or graduate certificate at KU;

Transfer of graduate credit to KU from an outside institution;

Reduction in the required number of graduate hours for Master's students;

Counting credit hours taken as a non-degree seeking student towards a later graduate degree at KU;

Counting credit hours taken as a certificate seeking student toward another graduate degree.

Transfer Credit

The transfer credit option allows master's students to add graduate-level coursework completed at another institution to their KU transcript to count toward their KU degree. Upper-level coursework taken as an undergraduate, even courses numbered at the graduate level, is not eligible for transfer in any case. Additional restrictions apply to what non-KU graduate courses and the number of credit hours that can be counted toward a KU master's degree, so students should carefully review the information provided in the link above and the related policies below, as well as consult with their DGS. In all cases, transfer credit must first be approved at the department or program level. To begin the transfer process, students should consult with their DGS to submit the required transfer materials. These include a transcript reflecting the courses to be transferred and descriptions and/or syllabi for the courses in question.

No transfer of credits is allowed for the Ph.D. In circumstances where students enter the Ph.D. program with an M.A. from another institution or other relevant graduate coursework, it may be possible for students to request a reduction in the number of hours required for the Ph.D. Students should consult with their DGS about their enrollment plan.

Reduced Credit Hour Degree

KU policy defines 30 hours as the minimum for master's degrees. Departments may petition for a reduced hour degree master's degree for individual students in cases where they may provide evidence that the student entered the program especially well-prepared to complete a graduate-level degree and the student is able to maintain a superior grade point average. Reduced credit hour degrees must be based on coursework or experiences that can be objectively measured, such as coursework or qualifying internship or study abroad programs. Professional or life experience does not qualify. A reduction in

hours is distinct from a transfer of credit and is reserved for students whose prior coursework doesn't qualify for transfer credit (e.g., was already used to fulfill requirements towards a completed degree) and there are no modifications on the transcript.

Restrictions apply to the number of credit hours that can be reduced for a master's degree, so students should carefully review the information provided in the link above and the related policies below.

In all cases, a reduction in hours must first be approved at the department or program level, so to begin the process for approval, students should consult with their DGS. Students must also provide documentation of the coursework or experience being used to justify the reduced hours (e.g., transcripts, program descriptions).

Because there is no minimum number of required hours for the Ph.D., reduction of required hours based on prior degrees or experience is determined solely at the program level. Doctoral students should consult with their DGS about their enrollment plan.

Related Policies:

[Graduate Credit](#)

[Co-enrollment](#)

[Credit/No Credit](#)

The University supports and encourages interdisciplinary study, which may include graduate students enrolling in coursework at the graduate level that is outside of their primary discipline. The Credit/No Credit (CR/NC) is an option for graduate students who are taking a course that is not required for their degree or certificate and who do not wish to have the course grade reflected in their cumulative graduate GPA. Rather than a grade appearing on the transcript, the student receives a designation of CR or NC, which does not factor into the GPA.

No course graded CR/NC will count toward the satisfaction of any graduate degree or certificate requirement. This includes, but is not limited to, courses taken to fulfill the Research Skills and Responsible Scholarship requirement for doctoral students.

Students make the CR/NC election via the Registrar's CR/NC online request form. Elections and changes to elections can only be made during the specific CR/NC period. For regular semester courses, this period begins after the last day to add a class and extends for approximately two weeks. Exact dates may be found on the current KU Academic Calendar. Please keep in mind that short courses may have alternate dates.

The student should consult with their own program advisor about the appropriateness of the course prior to enrolling; however, in cases where CR/NC is elected, the course instructor is not informed of the election unless the student chooses to share this information.

Additional restrictions apply. Students should carefully review the information in the link above.

Related Policies and Forms:

[University Senate Rules and Regulations \(USRR\), Section 2.3.8](#)

Probation & Dismissal

Probation is an academic status that can be assigned to a graduate student who is not making satisfactory progress toward completing their degree. The department initiates the probation process and will inform the student of why they are not making satisfactory progress, what they must do to return to good standing, and the deadline for doing so.

Students are most commonly placed on probation due to their graduate cumulative GPA dropping below a B average (3.0 on a 4.0 scale). In these cases, the student's record for the semester following the semester in which the student's GPA drops below 3.0. If the student's cumulative GPA is raised to 3.0 by the end of the probationary semester, the student will be automatically returned to good academic standing.

Students may also be placed on probation by their departments for other reasons that constitute a failure to make satisfactory progress towards a degree. These may include, but are not limited to;

- Lack of progress on the thesis, dissertation, or capstone project
- Unacceptable academic performance on program milestones outside of coursework (e.g., exams)
- Unsatisfactory grades or GPA within foundational required courses (despite the overall cumulative GPA)
- An unsatisfactory result in their department's annual progress evaluation
- Nearing or going beyond their maximum time to degree. See the Time Limits section below for more information.

Students should carefully review the Good Academic Standing policy for graduate students at KU for more information on what constitutes making satisfactory academic progress.

Individual programs may also have additional measures of progress. Students should also consult the Annual Review section of their department graduate handbook or the degree requirements section and with their program advisor for more information.

If a student is unable to raise their cumulative GPA or otherwise meet the communicated terms of the academic probation, the department will reconsider their continuation in the program, and in most cases will recommend the student for dismissal. Once dismissed, a student is no longer able to be enrolled in coursework and cannot complete their degree. Students dismissed from any graduate program may not be admitted to any other graduate program at the University of Kansas.

A student on probation or facing dismissal should discuss their status with their advisor.

Related Policies:

[Academic Probation](#)

[Dismissed Enrollment](#)

[Good Academic Standing policy](#)

Grading

The Office of Graduate & Postdoctoral Affairs' (GPA) Grading policy governs requirements for the grading of graduate students above those described in Article II of the University Senate Rules and Regulations. Additionally, individual schools, departments, or programs may have grading policies that are more stringent than those of GPA.

Students should also consult their advisor and the departmental grading section of this handbook for additional information that may affect them.

At minimum, for all graduate students at KU, at least a B average is required on coursework counted toward any of the master's degrees at KU, and only courses graded A, B, or C (excluding C-) may be counted. Coursework counted toward a doctorate, including that for a master's degree if obtained at KU, should average better than a B.

Related Policies:

[University Senate Rules & Regulations](#)

[Grading](#)

[Academic Probation](#)

[Dismissed Enrollment](#)

Time Limits

The University expects that a master's degree should typically be completed in two (2) years of full-time study, the doctorate degree in five (5) years of study, and both the master's and doctorate together in six to seven (6-7) years of study.

Students who anticipate exceeding these targets should review the information in the policies below, as well as consult with their program advisor to create a timeline for degree completion. In order to support this process, students are encouraged to use a Mentoring Agreement Template and/or adapt it to their own needs to support effective mentoring and a positive mentoring relationship.

Note that individual schools/the College/degree programs may require Mentoring Agreements for students who are nearing their maximum time to degree.

Related Policies and Forms:

[Master's Degree Program Time Constraints](#)

[Engagement and Enrollment in Doctoral Programs](#)

[Doctoral Degree Comprehensive Oral Exams \(on exam expiration and recertification\)](#)

[Doctoral Program Profiles with Time to Degree Information](#)

[KU CLAS Mentorship Agreement Template](#)

[Univ. Michigan Rackham Graduate School Mentoring Plan Templates](#)

[KU Graduate & Postdoctoral Affairs IDP template](#)

[Leave of Absence](#)

In exceptional circumstances (e.g., cases of illness, emergency, financial hardship, military leave, to pursue family responsibilities, or to pursue full-time activities related to long-range professional goals) it may be necessary for graduate students to take a break from their program temporarily, without having to withdraw entirely from the program. An approved leave of absence allows a student to take a temporary break from enrolling in graduate coursework while remaining in good standing with the University and the department and while "stopping the clock" on their time to degree. When a student is on Leave of Absence status it is understood that they have temporarily suspended their graduate work and therefore will not make use of University resources, including faculty time.

Requesting a Leave of Absence is done through a University petition. University petitions must first be approved and supported at the program level, so students wishing to initiate the petition process should first consult with their Director of Graduate Studies and review their department's internal petition procedures. Units or the Director of Graduate Study may request documentation to support the student's need for a leave of absence.

In order for a Leave of Absence to be approved, the student must be withdrawn from all active and/or future enrollment. Withdrawal for the purposes of Leave of Absence is still subject to all Registrar deadlines, required forms, and applicable tuition and fees.

Students on Leave of Absence are automatically reactivated after their leave is over and are eligible to enroll for their intended semester back during the normal enrollment periods. See the KU Academic Calendar for exact dates that enrollment begins.

If at any time plans change and a student wishes to return and enroll before the leave was supposed to end, they may contact their department to be reactivated early.

Related Policies and Forms:

[Leaves of Absence \(policy\)](#)

[Leave of Absence \(GPA website, form linked at the bottom of the page\)](#)

Required University Milestones

All graduate students must complete one or more exams as part of their degree requirements. In addition to department or program guidelines, the following milestones are required for all students and specific regulations apply:

Doctoral Comprehensive Oral Exam

Doctoral Final Exam/Dissertation Defense

*A final culminating effort is not required for departments with an approved coursework-only master's degree option in the Academic Catalog (note that programs with a capstone are considered coursework only).

Before a student is allowed to complete any of these three exams, pre-approval from the school/College is required in advance of the exam date. This pre-approval request will be submitted on the student's behalf by their department after the exam date has been scheduled. The school/College reviews the student record and verifies that all University requirements have been fulfilled. The full list of these requirements may be found via the link in the heading above. Students should work with their departments well in advance of their planned exam date to schedule their exams in a timely fashion and to ensure that all University policies relating to oral exams are being followed.

There are additional policy requirements for oral exams. The following are University policies pertaining to oral exams:

Oral Exam Committee Composition

All voting committee members must be appointed members of the Graduate Faculty of KU. Additionally, a majority of committee members serving on a graduate student oral examination committee must be tenured/tenure-track faculty in the candidate's department or program of study.

Many additional restrictions apply, especially for doctoral exam committees. Master's and doctoral students should carefully review the University policies pertaining to exams, as well as consult with their Director of Graduate Studies when forming an exam committee. Your graduate program coordinator can assist with confirming the qualifying status of any faculty member at KU, or outside of KU.

Oral Exam Attendance

Oral Exams may be conducted in-person, remotely, or a hybrid of both. There are no University level requirements for physical presence; however, there are strict regulations on participation.

In all cases, all committee members must be present, either physically or via phone/video conference, for an exam to commence. **If a committee member does not arrive or appear, the exam may not begin and if a committee member leaves or loses connection such that they cannot fully participate, the exam may not proceed. Oral examinations that do not meet these attendance requirements are not valid.**

Master's and doctoral students should carefully review the policies below, as well as consult with their Director of Graduate Studies in the formation of an oral exam committee.

Related Policies and Forms:

[Master's Student Oral Exam Committee Composition](#)

[Doctoral Student Oral Exam Committee Composition](#)

[Oral Exam Attendance](#)

[Graduate Faculty Appointments](#)

DOCTORAL DEGREE REQUIREMENTS

In addition to the student's individual Ph.D. program's degree requirements, the following are the University requirements for graduation with a Ph.D. at KU.

[Enrollment Requirement](#)

Prior to the semester in which the comprehensive exam is held, all doctoral students must complete a minimum program engagement equivalent to two full-time semesters. This may be accomplished through either of the following:

Two semesters (fall and/or spring) of full-time enrollment in KU coursework, as defined by University policy

At least 18 hours of enrollment in KU coursework spread out over several part-time semesters

Related Policies and Forms:

[Engagement and Enrollment in Doctoral Programs](#)

[Continuous Enrollment for Post-Comprehensive Students](#)

During the semester in which the doctoral oral comprehensive exam is completed and each fall and spring semester that follows, doctoral students must adhere to very specific enrollment requirements. These requirements may be different than enrollment requirements prior to the oral comp exam.

Failure to properly comply with the enrollment requirements may cause delays to graduation or additional enrollment requirements to make up what was missed, increasing tuition expenses near the end of your degree program.

To avoid delays or additional costs, you are also strongly advised to meet with your graduate program coordinator the semester before your oral comprehensive exam. Your graduate coordinator will work with you to develop an enrollment plan that meets all policy requirements, while also preventing unnecessary or avoidable fees.

Post-comprehensive enrollment requirements also apply to students with GTA/GRA/GA appointments, but these students must be certified to drop their enrollment levels. Departments are responsible for tracking student enrollment and will submit the certification form on the student's behalf **at least two weeks prior** to the beginning of the semester in which the enrollment will drop below 6 hours. Students who are certified to reduce hours continue to meet the University's definition of full-time enrollment, as well as the enrollment requirements of their employment contract.

Related Policies and Forms:

[Full-time Enrollment for Graduate Students](#)

[Doctoral Candidacy](#)

GRADUATION REQUIREMENTS (Master's & Ph.D.)

In addition to all program requirements, students planning to graduate must complete all University graduation requirements **prior to the published Graduation Deadline** in a given semester. Students should consult the current [Academic Calendar](#) for the published Graduation Deadline, which varies by semester.

Graduate & Postdoctoral Affairs Graduation Checklists [Doctoral](#)

These graduation checklists provide a comprehensive list of all University requirements for graduation and should be consulted by every graduating master's or doctoral student as soon as graduation is expected. Submission of the final draft of the thesis or dissertation is done electronically. Students must comply with all University requirements for formatting and electronic submission of the thesis or dissertation. There is no University requirement that students provide a bound or printed copy of the draft.

We strongly encourage students to submit an Application for Graduation as early as possible; ideally, prior to the 20th day of classes of the semester they intend to graduate.

GRADUATE & POSTDOCTORAL AFFAIRS FUNDING OPPORTUNITIES

The Office of Graduate & Postdoctoral Affairs (GPA) offers funding opportunities in several different categories. Students interested in applying should direct inquiries to the department's Director of Graduate Studies or to GPA. Some of the available funding includes:

[Summer Research Scholarships](#): intended primarily for post-comp doctoral students.

[Graduate Student Travel Fund](#): intended for graduate students presenting a paper at a national or regional meeting of a learned or professional society. A student may receive an award (max \$750) only once per academic year, with priority given to students who have not received the fund previously. Funds are available on a first-come, first-served basis.

[Doctoral Student Research Fund](#): Designed to support KU doctoral students who need assistance to carry out research that advances progress toward the degree. Applications for this fund are accepted only for a limited time, as funding is available. Students are eligible to receive one award from this fund during their doctoral career. Students should check the link above for additional information and restrictions.

4. GRADUATE FACULTY

I. ACCOUNTING

Matthew Beck, Ph.D., Michigan State University, 2019

Scott Bronson, Ph.D., University of Tennessee, 2006

William Ciconte, Ph.D., University of Florida, 2016

Keith Jones, Ph.D., University of Arizona, 2004

Chan Li, Ph.D., University of Kansas, 2007

Jeremy Lill, Ph.D., University of Illinois at Urbana-Champaign, 2015

Nathan Lundstrom, Ph.D., University of Missouri, 2019

Adi Masli, Ph.D., University of Arkansas, 2011

Min Park, Ph.D., The Ohio State University, 2019

Susan W. Scholz, Ph.D., University of Southern California, 1996

Kristin Stack, Ph.D., University of Pittsburgh, 2020

Eric Weisbrod, Ph.D., Arizona State University, 2012

Michael Wilkins, Ph.D., University of Arizona, 1994

Amanda Winn, Ph.D., University of Washington, 2014

II. ANALYTICS, INFORMATION, & OPERATIONS

Mazhar Arikan, Ph.D., Purdue University, 2011

Trambak Banerjee, Ph.D., University of Southern California, 2020

Soudipta Chakraborty, Ph.D., Duke University, 2020

Andrew Chen, Ph.D., University of Connecticut, 1999

Arunima Chhikara, Ph.D., University of Florida, 2021

Dey, Deb, Ph.D., University of Rochester, 1994

Anurag Garg, Ph.D., University of Florida, 2022

Shaobo Li, Ph.D., University of Cincinnati, 2018

Suman Mallik, Ph.D., University of Pennsylvania, 1999

Jose Pius Nedumkallel, Ph.D., Clemson University, 2025

Sara Reed, Ph.D., University of Iowa, 2021

Nagarajan Sethuraman, Ph.D., University of North Carolina, 2019

Ben Sherwood, Ph.D., University of Minnesota, 2004

Karthik Srinivasan, Ph.D., University of Arizona, 2019

Arvind Tripathi, Ph.D., University of Connecticut, 2003

III. ECONOMICS

Ted Juhl, Ph.D., University of Illinois at Urbana-Champaign, 1999

IV. FINANCE

Christopher Anderson, Ph.D., University of Pittsburgh, 1995

Will Bazley, Ph.D., University of Miami, 2019

Shradha Bindal, Ph.D., Texas A&M University, 2019

Gjergji Cici, Ph.D., University of Minnesota, 2004

Carrina Cuculiza, Ph.D., University of Miami, 2021

Mohammad Ghaderi, Ph.D., University of Houston, 2021

Felix Meschke, Ph.D., Arizona State University, 2006

Atanas Mihov, Ph.D., University of Florida, 2014

Haitao Mo, Ph.D., University of South Carolina, 2013

Kevin Pisciotta, Ph.D., Pennsylvania State University, 2018

Angel Tengulov, Ph.D., Vienna University of Economics and Business & VGSF, 2016

Jide Wintoki, Ph.D., University of Georgia, 2008

V. HUMAN RESOURCES MANAGEMENT

Clint Chadwick, Ph.D., University of Pennsylvania, 1999

Pat Downes, Ph.D., University of Iowa, 2015

Jill Ellingson, Ph.D., University of Minnesota, 1999

VII. MARKETING

Beck, Jonathan, Ph.D., Michigan State University, 2019

Kissan Joseph, Ph.D., Purdue University, 1992

Saetbyeol Kim, Ph.D., University of Miami, 2026

Yunhyoung Kim, University of Minnesota, 2026.

Jessica Li, Ph.D., Arizona State University, 2012

Ahreum Maeng, Ph.D., University of Wisconsin-Madison, 2013

Murali Mantrala, Ph.D., Northwestern University, 1987

Lauren Min, Ph.D., University of Colorado Boulder, 2018

Sanjay Mishra, Ph.D., Washington State University, 1990

Sajeev Naiv, Ph.D., University of Southern California, 2022

Paul Parker, Ph.D., INSEAD, 2021

Surendra Singh, Ph.D., University of Wisconsin, 1982

Rob Waiser, Ph.D., University of Toronto, 2016.

VII. ORGANIZATIONAL BEHAVIOR

Patricia Dahm, Ph.D., University of Minnesota, 2015

Niki den Nieuwenboer, Ph.D., RSM Erasmus University, 2008

Nate Meikle, Ph.D., University of Utah, 2018

IX. STRATEGIC MANAGEMENT

Anderson, Brian, Ph.D., Indiana University, 2010

Vincent L. Barker, Ph.D., University of Illinois, Urbana-Champaign, 1992

Elizabeth Embry, Ph.D., University of Colorado – Boulder, 2023

Kaushik Gala, Ph.D., Iowa State University, 2025

Todd Hall, Ph.D. Duke University, 2022

Jun Ho Lee, Ph.D., University of Illinois at Urbana-Champaign, 2016

Chang Hoon Oh, Ph.D., Indiana University – Bloomington, 2007

Junbeom Park, Ph.D., University of Illinois at Urbana-Champaign, 2026

Lindsey Yonish, Ph.D., Texas A&M University, 2024

AREA DIRECTORS:

Accounting:

Keith Jones

Analytics, Information, & Operations:

Deb Dey

Finance and Economics:

Paige Fields (interim)

Management and Entrepreneurship:

Jill Ellingson

Marketing, and Business Law:

Kissan Joseph

5. THE UNIVERSITY OF KANSAS

The University of Kansas is a major comprehensive research and teaching university that serves as a center for learning, scholarship, and creative endeavor for more than 29,000 students and 2,200 faculty members. The university includes the main campus in Lawrence, the Medical Center in Kansas City, Kansas, the Regents Center in Overland Park, a clinical campus of the School of Medicine in Wichita, and educational and research facilities throughout the state. KU has fourteen major academic divisions: the College of Liberal Arts and Sciences, the Graduate School, and the Schools of Allied Health, Architecture and Urban Design, Business, Education, Engineering, Fine Arts, Journalism and Mass Communications, Law, Medicine, Nursing, Pharmacy, and Social Welfare.

KU is the only Kansas Regents university to hold membership in the prestigious Association of American Universities, a select group of public and private research universities that represent excellence in graduate and professional education and the highest achievements in research internationally.

Research is an integral part of the university's educational process. KU has more than forty special research facilities, in addition to those in individual departments and schools. The National Science Foundation classifies KU as a major university receiving substantial research support.

The University of Kansas offers the highest-quality undergraduate, professional, and graduate programs as well as outstanding libraries, teaching museums, and information technology. Educational, research, and service programs are offered on the main campus in Lawrence, through the health-related degree programs and services in Kansas City and Wichita, on the KU Edwards Campus in Overland Park, and at other sites throughout Kansas. More than 100 international study and cooperative research programs are available to students and faculty members.

The university is committed to excellence. KU fosters a multicultural environment in which

the dignity and rights of the individual are respected. Intellectual diversity, integrity, and disciplined inquiry in the search for knowledge are of paramount importance.

CLERY STATEMENT:

The annual security report about KU safety policies, crime statistics, and campus resources is available online at www.ku.edu/safety or on paper by contacting 785-864-5900.

The University of Kansas is an Equal Opportunity/Affirmative Action institution, committed to a policy of equal opportunity in student admissions, student financial assistance, and faculty and staff employment.

LAWRENCE, KANSAS

KU's main campus is in Lawrence, Kansas, a youthful, thriving community with a population of 89,000. The campus is in the heart of the city on a ridge called Mount Oread. The tree-lined main street a few blocks from campus has an abundance of small specialty shops. Other shopping centers are nearby. The community has 32 public parks, three community swimming pools, an arts center, a public library, a community center, and active community education and recreation programs. The Lawrence Community Theatre, Lawrence Chamber Orchestra, and Seemto-Be Players children's theatre group present music and theatre events. The Lawrence Arts Center offers classes in arts, crafts, music, dance, and other subjects for children and adults, as well as gallery shows. Local galleries sponsor art exhibits.

6. APPENDIX

Comprehensive Examination Policy

University of Kansas Marketing Doctoral Program

The objectives of the Comprehensive Exam are to (a) advance students' knowledge, (b) provide a strong foundation for scholarly endeavors, (c) encourage integration and review of material previously encountered in the program of study and in the marketing literature generally, (d) fulfill KU Graduate Studies requirements, and (e) ensure that students are able to complete a dissertation. It also serves to identify areas of weakness so that remedial activities may be initiated.

The Comprehensive Exam is comprised of two components: 1) a written Comprehensive Exam Paper and 2) an oral examination based on the Comprehensive Exam Paper. The oral component will be scheduled after the student has passed the written component. The student must pass both the written and oral components in order to pass the Comprehensive Exam.

Marketing Comprehensive Exam Evaluation Committee (hereafter 'comprehensive committee') will consist of five tenure track faculty members. At least three members must be tenure track **marketing** faculty, including a tenured marketing faculty as the student's advisor and chair of the comprehensive committee. In some cases, two tenure-track marketing faculty members may serve as co-chairs, but one of the co-chairs must be tenured. One comprehensive committee member must be an external member outside of the marketing area. The student should submit their list of five tenure track faculty (with at least one from outside the Marketing area) in areas of interest for the student's comprehensive committee by May 1.

Research Paper Content & Process. The Comprehensive Exam Paper consists **of an integrative research paper** that is an independent effort by the student. This submission should be an original paper (not AI-generated) that includes *the integrative literature review on the selected topic, theory development, hypothesis/model development, and testable theoretical propositions*. It should *demonstrate the student's in-depth knowledge of the broader research area, an understanding of the implications of different theoretical perspectives in the area, and an ability to expand on existing research through creative thinking*. (Note that all of these aspects will also be tested at the time of the oral exam.) Although the goal for the Comprehensive Exam Paper is to focus on the topic area to be pursued in the dissertation and form the basis for dissertation research, the topics addressed in the integrative paper will typically be broader than the focus of a dissertation. *Thus, the Comprehensive Exam Paper, in the format that it was written for the comprehensive exam, cannot form an essay in a multi-essay dissertation*. Ideally, the review paper itself may be publishable in a major journal or form the basis for an empirical article when supplemented with data collection and analysis.

- The intent of the Comprehensive Exam Paper is to develop the student's capacity for independent creative research. Thus, the role of the faculty is necessarily more informal and nondirective than in the First Year Research Paper Project. Nevertheless, it is crucial that the student and *the comprehensive committee* have basic agreement on the domain of the paper. Students should contemplate and informally discuss potential research topics with selected faculty during their second year in the program.
- The student shall submit a Comprehensive Exam Research Topic Proposal via e-mail to the members of the student's comprehensive committee. This document must propose an integrative research topic suitable for the Comprehensive Exam Paper. This topic should be developed in consultation with the comprehensive committee. The topic should be

presented in one page of text plus, if desired, one page presenting a figure or other visual depiction. The student's comprehensive committee, in consultation with other Marketing tenure-track faculty, shall approve the topic of the Comprehensive Exam Paper or request a revision and shall decide what literatures must be consulted.

- The chair of the comprehensive committee shall e-mail the Comprehensive Exam Assignment to the student, with copies to the other members of comprehensive committee. The Assignment shall identify (a) the topic for the Comprehensive Exam Paper, (b) what literatures, at a minimum, must be consulted, and (c) the comprehensive committee's tentative travel plans and availability for the upcoming May 15 through August 15 period.
- During the initial development of the scope and nature of the Comprehensive Exam Paper, the student is allowed to work more closely with the comprehensive committee than in the latter stages of the project. No later than June 25, a formal Proposal Feedback Meeting of the comprehensive committee shall be held. The student's research progress to date and future plans for the project will be discussed. Committee members shall provide feedback about the plans and direction for the Comprehensive Exam Paper. *All members of the comprehensive committee will participate either in person or virtually.*
- Should the comprehensive committee decide that it is necessary, an addendum authorizing modifications to the initial Comprehensive Exam Assignment may be created. In addition, if the chair of the comprehensive committee and the student agree, the committee may be reconstituted with different members if the research focus has evolved or if it is desirable to make such a change for other valid reasons. Any addendum to the Exam Assignment or changes to the composition of the comprehensive committee must be documented by July 2 by the chair of the comprehensive committee via e-mail to the Director of the Doctoral Program, with copies to the student and all exam advisory committee members.
- After the Feedback Meeting, the student shall proceed independently to follow and implement the guidance provided at that meeting and complete the Comprehensive Exam Paper. However, the student may engage in informal discussion about ideas, methods, and approaches with faculty or other individuals. The research paper produced must be the student's own product, *not a co-authored or AI-generated work.*

Submission of the Comprehensive Exam Paper. By August 30, the student shall e-mail the completed Comprehensive Exam Paper to their comprehensive committee.

Any student who does not meet the Comprehensive Exam completion deadline will receive a grade of "No Pass" and will be placed on probation, as detailed below.

The committee chair shall provide the student with a document containing (a) the formal notification of probation, (b) the date the final Comprehensive Exam Paper is due (30 days after the day of formal notification of probation) and (c) the date, time, and location of the oral examination. The probationary process outlined on the following page for not passing the Comprehensive Exam Paper will be followed except that the student will submit the final Comprehensive Exam Paper and will not be given the benefit of formal written feedback from faculty and revision directions from the comprehensive committee chair.

Evaluation. The Comprehensive Exam Paper shall be evaluated by the student's comprehensive committee although other members of the marketing doctoral (TT) faculty will be invited to offer written review comments as well. Reviews should be sent within 2 weeks to the chair of the comprehensive committee. The chair of the Comprehensive Committee shall convene an evaluation meeting of the committee within the next 2 weeks, i.e., latest by September 30. The committee shall agree upon a grade for

the exam and the chair of the committee shall communicate the grade of "Satisfactory Pass," "Honors Pass," or "Fail" to the student with a copy to the Director of the Doctoral Program.

Students who pass the **written component** of the Comprehensive Exam shall present their Research Papers in an oral exam. The presentations must be scheduled and completed within 30 days after receiving notice of passing the written component. Making the presentation and answering faculty questions **will constitute the oral examination portion** of the Comprehensive Exam, as required by Graduate Studies. (Students should plan on a 45 minute presentation followed by 45 minutes quizzing by committee members as well as other faculty attending the oral exam.) Students will then proceed with the dissertation.

On the rare occasion that a student does not receive a passing grade on the written Comprehensive Exam Paper, the student will be formally notified of being placed on probation as detailed below.

The committee chair shall provide the student with a document containing (a) the formal notification of probation, (b) summary feedback and revision directions provided by the comprehensive committee chair, (c) the reviews submitted by the faculty evaluators, (d) the date the revised Comprehensive Exam Research Paper is due and (e) the date, time, and location of the oral examination. *The revised paper shall be due 30 days after the day of formal notification of probation.* Failure to meet the due date indicates the student is not in compliance with the conditions of probation, resulting in dismissal from the program.

In order to have probation lifted, the student *must receive a satisfactory grade on both the revised Comprehensive Exam Paper and on an oral examination* addressing issues relevant to the topic of the revised Comprehensive Exam Paper. More specifically, the revised Comprehensive Exam Paper shall be evaluated by the student's comprehensive committee although other members of the marketing TT faculty will be invited to offer written review comments as well. The oral examination will be held on the previously scheduled date, time and location, and involve the student making a presentation of the revised Comprehensive Examination Paper and answering faculty questions, as required by Graduate Studies. *The oral examination shall be scheduled approximately 5 weeks after the formal notification of probation, but no sooner than 30 days and no later than 6 weeks after the formal notification.* All five members of the comprehensive committee must be present for the oral examination and subsequent evaluation meeting. Based on their reading and review of the revised Comprehensive Exam Paper, each comprehensive committee member at the evaluation meeting shall vote "Satisfactory Pass," "Honors Pass," or "Fail," on, first, the revised Comprehensive Exam Paper and, second, the student's oral examination performance. *The student passes the Comprehensive Exam and the probation lifted if a passing grade on the paper and the oral examination is received from two-thirds of the faculty at the evaluation meeting, with the added provision that at least half of the doctoral faculty must vote "Honors Pass" on each component. Failure to pass the oral examination will result in dismissal from the doctoral program at of the end of the semester.*

Timetable

Program Year Two

- **By March 1.** Special petitions regarding the Comprehensive Examination must be submitted via e-mail to the committee chair, with a copy to the Comprehensive Committee Chair.
- **By April 15.** Student must submit his/her list of comprehensive committee members to the committee chair.
- **By April 25.** Committee chair notifies the student, the comprehensive committee, and the Director of the Doctoral Program about the composition of the comprehensive committee.
- **By May 1.** Comp Exam Research Topic Proposal (.pdf format) submitted via e-mail to members of student's comprehensive committee.
- **By May 16** Chair of the comprehensive committee e-mails the Comprehensive Exam Assignment to the student, members of the comprehensive committee.

- **By July 2** . After the student's Feedback Meeting with the comprehensive committee (**by June 25**) is completed. any addendum to the Exam Assignment or changes to the comprehensive committee must be documented by the chair of the committee via e-mail to the concerned student, comprehensive committee members.

Program Year Three

- **By August 30**. The Comprehensive Exam Paper must be submitted via e-mail (.pdf format) to the comprehensive committee.
- **By September 14**. Members of the comprehensive committee and other faculty reviewers e-mail written review comments to the chair of the comprehensive committee.
- **By September 28** . The student's comprehensive committee meets and communicates the student's grade on the written Comprehensive Exam Paper via e-mail to the student, with copy to the Director of the Doctoral Program. *The oral component must be scheduled and completed within 30 days after receiving notice of passing the written component, i.e., by Oct 28*
- **By November 15**. Any student placed on probation shall have one additional opportunity to submit the final Comprehensive Exam Paper and complete the oral examination by this date. The student's comprehensive committee shall communicate the student's final grade to the student and the Director of the Doctoral Program after the oral exam evaluation.

Accounting
School of Business Ph.D. Program Required Courses

Core Coursework:

1. BSAN 920: Probability for Business Research
2. BSAN 921: Statistics for Business Research
3. BE 917: Advanced Managerial Economics OR ECON 700: Survey of Microeconomics (behavioral research students only)
4. ECON 715: Elementary Econometrics

Major Coursework:

5. ACCT 928: Introduction to Accounting Research (Matt Beck – every fall)
6. ACCT 929: Seminar in Archival-Based Accounting Research (Adi Masli -spring)
7. ACCT 930: Seminar in Auditing Research (Chan Li -spring)
8. ACCT 932: Seminar in Financial Accounting Research (Eric Weisbrod - fall and opposite years of ACCT 995)
9. ACCT 936: Seminar in Accounting Research Design & Corporate Governance (Chan Li -spring)

Minor Coursework:

Course work in the area of concentration is supplemented and strengthened by study in one or two supporting areas (Minors). Examples of supporting areas include finance, econometrics, or economic theory. The first supporting field is generally topical in nature, such as financial economics or corporate financial theory, and usually consists of two or more graduate-level courses typically seminar in nature.

The second supporting field generally develops specialized analysis skills, such as econometrics, and usually consists of two or more graduate-level courses beyond the core requirements.

Alternatively, a more-focused minor area of concentration can include four or more additional courses (e.g., finance or econometrics). Methodology courses not shown in the following list can be substituted with approval (for example, certain Math courses).

- | | |
|---|--|
| 10-15. BSAN 922: Advanced Regression | ECON 915: Advanced Econometrics I |
| FIN 937: Seminar in Business Finance | ECON 917: Advanced Econometrics III |
| FIN 938: Seminar in Investments | ECON 918: Financial Economics |
| FIN 939: Seminar in Financial Institutions | PSYC 790: Statistical Methods in Psychology I |
| ECON 730: Topics in Industrial Organization | PSYC 791: Statistical Methods in Psychology II |
| ECON 769: Financial Economics | PSYC 797: Bayesian Data Analysis |
| ECON 817: Econometrics I | PSYC 893: Multivariate Analysis |
| ECON 818: Econometrics II | STAT 835: Categorical Data Analysis |
| ECON 830: Game Theory and Industrial Org. | MATH 727: Probability Theory |
| ECON 869: Advanced Financial Economics | MATH 728: Statistical Theory |
| ECON 880: Selected Topics in Econ Theory | |

Notes:

1. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
2. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
3. **A minimum of 15 courses, plus FIN 901, BUS 902, and BUS 903 are required for completion of the degree. Accounting students will enroll in ACCT 995: Applied Business Research with Eric Weisbrod and it will count towards the 15 required courses.**

Analytics, Information, & Operations
School of Business Ph.D. Program Required Courses

Analytics, Information, & Operations Core:

1. BSAN 920: Probability for Business Research
2. BSAN 921: Statistics for Business Research
3. ECON 800: Optimization Techniques I
4. ECON 801: Microeconomics I
5. ECON 802: Microeconomics II OR ECON 830: Game Theory and Industrial Organization
6. ECON 817: Econometrics I

Area of Concentration:

7. BSAN 922: Advanced Regression
8. BSAN 923: Stochastic Processes or MATH 865: Stochastic Processes I
9. BSAN 935: Analytical Research in OM OR BSAN 924: Seminar in Machine Learning OR IST 995: Seminar in IS OR BSAN 925: Empirical Methods in OM OR BSAN 926: Seminar in Research Methods

Supporting Areas:

A minor concentration typically consists of two or more additional courses from the following list, plus two or more courses from a second concentration area. Alternatively, a minor concentration requires four or more additional courses from the following list if there is no second concentration area. Choose six courses from the list below.

10. – 15.

- ECON 790: Game Theory and Applications
- ECON 818: Econometrics II
- ECON 830: Game Theory and Industrial Organization
- EPSY 906: Latent Trait Measurement and Structural Equation Models
- EPSY 930: Educational Psychology
- FIN 751: Corporate Finance
- FIN 830: Investments
- MATH 765: Mathematical Analysis I (recommended)
- MATH 790 Linear Algebra II (recommended)
- MKTG 952: Introduction to Marketing Models
- MKTG 954: Pricing & Strategy
- Course(s) from potential new doctoral course offerings: Multivariate Analysis, Data Mining, Hierarchical Modeling, Structural Equation Modeling, etc.

Notes:

1. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
2. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
3. **A minimum of 15 courses, plus BSAN 936, BUS 902, and BUS 903 are required for completion of the degree.**
4. Courses recommended for preparation for the qualifier assessment may not be included in the concentration or minor areas.
5. It is recommended that students audit an AIO PhD seminar in year one.
6. PhD students enrolled in a BSAN 700 level course will do work beyond the typical requirements of an MS course. The instructor of the course will determine the extra requirements. Examples could include doing an independent project instead of a group project or providing a literature review.

Finance
School of Business PhD Program Required Courses

Finance Area core courses:

Statistical Methods:

1. BSAN 920: Probability for Business Research **OR** MATH 727: Probability Theory
2. BSAN 921: Statistics for Business Research **OR** MATH 728: Statistical Theory
3. BSAN 922: Advanced Regression

Economics:

4. ECON 800: Optimization Techniques I
5. ECON 801: Microeconomics I
6. ECON 802: Microeconomics II
7. BE 917: Advanced Managerial Economics

Major:

8. FIN 901: Doctoral Seminar in Finance (Felix)
9. FIN 937: Seminar in Business Finance
10. FIN 938: Seminar in Investments
11. FIN 939: Seminar in Financial Institutions (Atanas)

Minor:

12. ECON 817: Econometrics I
13. ECON 818: Econometrics II

One of the three sequences below:

Sequence 1: Minor in Research Methods

14. ECON 715: Elementary Econometrics
15. Advanced elective in Research Methods

Sequence 2: Minor in Research Methods and Financial Accounting

14. ACCT 928: Intro. To Accounting Research
15. ACCT 932: Seminar in Financial Accounting Research I

Sequence 3: Minor in Research Methods and Applied Economics

14. ECON 770: Economics of Labor Markets
15. ECON 870: Applied Microeconomics

Notes:

1. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
2. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
3. **A minimum of 15 courses, plus BUS 902 and BUS 903 are required for completion of the degree.**
4. Courses recommended for preparation for the qualifier assessment may not be included in the concentration or minor areas.
5. All finance Ph.D. students are required to enroll and attend the finance speaker seminars (FIN 995 -2 credits).

Human Resource Management
School of Business PhD Program Required Courses

HR Core:

1. A graduate course in economics: BE 701: Business Economics OR BE 917: Advanced Managerial Economics OR ECON 700: Survey of Microeconomics¹
2. MGMT 905: Management Research Methods
3. MGMT 916: Major Management Theories
4. MGMT 950: Seminar in Human Resource Management I
5. MGMT 951: Seminar in Human Resource Management II
6. MGMT 953: Seminar in Organizational Behavior I or MGMT 954: Seminar in Organizational Behavior II
7. MGMT 956: Seminar in Strategic Management I or MGMT 957: Seminar in Strategic Management II
8. MGMT 998: Independent Study
9. MGMT 952: Special Topics in Human Resource Management (offered and required when there are three or more students in years 1 & 2 of the program)⁸

Statistics/Research Methods Course Requirements

At least four courses with advisor approval.

Electives

At least two or more courses with advisor approval.

Notes:

1. BE 917: Business Economics is preferred. Students coming into the program directly from an undergraduate degree may consider substituting BE 701: Business Economics or ECON 700: Survey of Microeconomics. In the event that a student has taken a graduate economics course prior to enrolling as a KU doctoral student, she/he may waive this requirement and substitute either an elective doctoral content course or a statistics/research methods course for this requirement.
2. Students may substitute an equivalent statistics or methods course as an elective with faculty advisor approval.
3. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
4. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
5. A minimum of 15 courses, plus MGMT 901 (the first four consecutive semesters in the program—Fall and Spring only), BUS 902, and BUS 903 are required for completion of the degree.
6. MGMT 952 will only be offered and required when there are three or more students in years 1 & 2 of the program.

Marketing
School of Business Ph.D. Program Required Courses

Marketing Major Courses:

1. MKTG 901: Research Methods in Marketing* (Jon Beck offered every fall)
2. MKTG 951: Consumer Behavior* (Jessical Li – offered in fall semester)
3. MKTG 952: Introduction to Marketing Models* (Murali – offered in spring semester)
4. MKTG 957: Managerial Issues in Marketing* - Murali – offered in spring semester)

CB Tool Courses:

5. BE 917: Advanced Managerial Economics **OR**
ECON 700: Microeconomics Theory*
6. BSAN 920: Probability for Business Research **OR**
MATH 727: Probability Theory*
7. BSAN 921: Statistics for Business Research*
8. EPSY 810: General Linear Models*
9. EPSY 926: Hierarchical Linear Modeling*
10. PSYC 818: Expmtl Res. Mtds in Soc. Psych*

CB Supporting Courses:

(Choose at least five with advisor's approval)

- 11-15 PSYC 725: Cognitive Neuroscience
- PSYC 735: Psycholinguistics
- PSYC 774: Advanced Social Psychology I
- PSYC 775: Advanced Social Psychology II
- PSYC 993: Seminar: The Measurement of Attitudes

Courses outside the list above may also be considered, with advisor's approval.

Quant Tool Courses:

5. BSAN 920: Probability for Business Research **OR**
MATH 727: Probability Theory*
6. BSAN 921: Statistics for Business Research **OR**
MATH 728: Statistical Theory*
7. BSAN 922: Advanced Regression*
8. ECON 817: Econometrics I*
9. ECON 818: Econometrics II*

Quant Supporting Courses:

- 10: BE 917: Advanced Managerial Economics **OR**
ECON 730: Topics in Industrial Organization*
- 11: ECON 800: Optimization Techniques I*
12. ECON 801: Microeconomics I*
13. EECS 649: Introduction to Artificial Intelligence
14. EECS 836: Machine Learning **OR**
BSAN 745: Advanced Machine Learning
15. BIOS 902: Bayesian Statistics

Notes:

1. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
2. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
3. **A minimum of 15 courses for Consumer Behavior and a minimum of 16 courses for Quantitative, plus BUS 902, and BUS 903 are required for completion of the degree.**
4. Courses recommended for preparation for the qualifier assessment may not be included in the supporting areas.
5. Courses marked with * are required prior to taking the comprehensive examinations.

Organizational Behavior Management
School of Business PhD Program Required Courses

OB Core:

1. A graduate course in economics: BE 701: Business Economics OR BE 917: Advanced Managerial Economics OR ECON 700: Survey of Microeconomics¹
2. MGMT 905: Management Research Methods
3. MGMT 916: Major Management Theories
4. MGMT 953: Seminar in Organizational Behavior I
5. MGMT 954: Seminar in Organizational Behavior II
6. MGMT 956: Seminar in Strategic Management I or MGMT 957: Seminar in Strategic Management II
7. MGMT 950: Seminar in Human Resource Management I or MGMT 951: Seminar in Human Resource Management II
8. MGMT 998: Independent Study
9. MGMT 955: Special Topics in Organizational Behavior (offered and required when there are three or more students in years 1 & 2 of the program)⁶

Statistics/Research Methods Course Requirements

At least four elective courses with advisor approval.

Electives

At least two or more courses with advisor approval.

Notes:

1. BE 917: Business Economics is preferred. Students coming into the program directly from an undergraduate degree may consider substituting BE 701: Business Economics or ECON 700: Survey of Microeconomics. In the event that a student has taken a graduate economics course prior to enrolling as a KU doctoral student, she/he may waive this requirement and substitute either an elective doctoral content course or a statistics/research methods course for this requirement.
2. Students may substitute an equivalent statistics or methods course as an elective with faculty advisor approval.
3. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
4. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
5. A minimum of 15 courses, plus MGMT 901 (the first four consecutive semesters in the program—Fall and Spring only), BUS 902, and BUS 903 are required for completion of the degree.
6. MGMT 955 will only be offered and required when there are three or more students in years 1 & 2 of the program.

Strategic Management
School of Business PhD Program Required Courses

SM Core:

1. A graduate course in economics: BE 701: Business Economics OR BE 917: Advanced Managerial Economics OR ECON 700: Survey of Microeconomics¹
2. MGMT 905: Management Research Methods
3. MGMT 916: Major Management Theories
4. MGMT 956: Seminar in Strategic Management I
5. MGMT 957: Seminar in Strategic Management II
6. MGMT 950: Seminar in Human Resource Management I or MGMT 951: Seminar in Human Resource Management II
7. MGMT 953: Seminar in Organizational Behavior I or MGMT 954: Seminar in Organizational Behavior II
8. MGMT 998: Independent Study
9. MGMT 958: Special Topics in Strategic Management (offered and required when there are three or more students in years 1 & 2 of the program)⁸

Statistics/Research Methods Course Requirements

At least four courses with advisor approval.

Electives

At least two or more courses with advisor approval.

Notes:

1. BE 917: Business Economics is preferred. Students coming into the program directly from an undergraduate degree may consider substituting BE 701: Business Economics or ECON 700: Survey of Microeconomics. In the event that a student has taken a graduate economics course prior to enrolling as a KU doctoral student, she/he may waive this requirement and substitute either an elective doctoral content course or a statistics/research methods course for this requirement.
2. Students may substitute an equivalent statistics or methods course as an elective with faculty advisor approval.
3. A course that is not being offered within a reasonable timeframe, or a course in which a student can demonstrate competence may be, with the approval of the area group and the Ph.D. Team, replaced with another course.
4. Area-specific core requirements may be changed subject to the approval of the area group and the Ph.D. Team.
5. A minimum of 15 courses, plus MGMT 901 (the first four consecutive semesters in the program—Fall and Spring only), BUS 902, and BUS 903 are required for completion of the degree.
6. MGMT 958 will only be offered and required when there are three or more students in years 1 & 2 of the program.