

**PhD**  
**in Business**  
**Administration**  
**HANDBOOK**  
**2021-2022 ACADEMIC YEAR**



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## PHD IN BUSINESS ADMINISTRATION OVERVIEW

The PhD in Business Administration Program is a research-oriented degree program. Its goal is to prepare/develop/train researchers and teachers who can bring innovative thinking to management theory and practice.

### Goals

The curriculum comprises major and minor areas of study that incorporate both the depth and breadth of knowledge and research skills required for business research. The curriculum has the following specific learning goals:

1. Students will demonstrate advanced knowledge of literature, theory, and methods in their field (Accounting, Information Systems, Marketing, Operations & Technology Management, Organizational Behavior, or Strategy & Innovation).
2. Students will be prepared to teach at the undergraduate and master's level in a business school.
3. Students will produce original research of quality appropriate for publication in scholarly journals.

### Curriculum Timeline

YEAR	FALL	SPRING	SUMMER
<b>1</b>	<input type="checkbox"/> Full-time Course work <input type="checkbox"/> Research Fellow (RF) 15 hr/ week <input type="checkbox"/> Responsible Conduct of Research Program	<input type="checkbox"/> FT Course work <input type="checkbox"/> RF 15 hr/week <input type="checkbox"/> Present idea for summer paper, identify readers	<input type="checkbox"/> Work on summer paper <input type="checkbox"/> RF 15 hr/week
<b>2</b>	<input type="checkbox"/> FT Course work <input type="checkbox"/> RF 15 hr/ week <input type="checkbox"/> Present Summer Paper (**or in spring**)	<input type="checkbox"/> FT Course work <input type="checkbox"/> RF 15 hr/week	<input type="checkbox"/> Comprehensive Exams (June)**  <input type="checkbox"/> RF 15 hr/ week <input type="checkbox"/> Intensive Teaching Seminar** (no credit)
<b>3</b>	<input type="checkbox"/> RF 15 hr/ week <input type="checkbox"/> Continue work on summer research	<input type="checkbox"/> Teaching Fellow (TF) 15 hr/week (observe/assist class)*  <input type="checkbox"/> Work on dissertation proposal <input type="checkbox"/> Present research in department seminar (Fall or Spring)	<input type="checkbox"/> RF 15 hr/week <input type="checkbox"/> Work on dissertation proposal
<b>4</b>	<input type="checkbox"/> Work on dissertation proposal <input type="checkbox"/> Form dissertation committee*  <input type="checkbox"/> TF 15 hr/week (teach a section of the class that was observed)* <input type="checkbox"/> Defend dissertation proposal**	<input type="checkbox"/> RF 15 hr/week <input type="checkbox"/> Advance dissertation	<input type="checkbox"/> RF 15 hr/week <input type="checkbox"/> Prepare to go on academic job market*  <input type="checkbox"/> Advance dissertation
<b>5</b>	<input type="checkbox"/> RF 15 hr/week <input type="checkbox"/> Academic job market <input type="checkbox"/> Advance dissertation	<input type="checkbox"/> RF 15 hr/week <input type="checkbox"/> Academic job market <input type="checkbox"/> Defend dissertation** <input type="checkbox"/> Graduate**	

\* Timing might depends on area teaching needs and discipline-specific recruiting cycles.

\*\* PhD milestones that will be documented and appear on transcript.

## Course Requirements

The minimum course requirement is 17 courses (64 credits). The PhD Liaison must approve whether courses meet the requirements for classification as major, minor, or research methodology courses.

COURSE CATEGORY	NUMBER OF COURSES	TOTAL CREDITS
Major area	5	20
Research Methodology (Including DS906 Philosophy and Science of Research)	6	24
Minor area(s)	5	20
The Art and Craft of Teaching		0
<b>Total</b>	<b>17</b>	<b>64</b>

## Major Area Courses

Students, with the advice and approval of their PhD Liaison and Faculty Mentor, will choose these courses. Courses may be taken at Questrom or may be selected from appropriate courses offered in at Boston University or at other Boston area universities. Students must acquire advanced knowledge of literature and theory in their area of specialization (the major), gained through course work, participation in seminars, and independent study.

## Research Methodology Courses

In the Fall of the first year, all students are required to take DS906 Philosophy and Science of Research. In addition, students will choose five more courses with the advice and approval of their PhD Liaison and Faculty Mentor. Courses may be taken at Questrom or may be selected from appropriate courses offered at Boston University or at other Boston area universities.

## Minor Area Courses

Students will choose these five courses with the advice and approval of their PhD Liaison and Faculty Mentor. Students must choose a minor from one or more of the social sciences which management theories draw on: for example, sociology, psychology, economics, and political science. Minor area courses may be selected from doctoral level courses, including independent studies, any department at Questrom (other than the major area), other graduate departments at Boston University or other Boston area universities. The student may also design an interdisciplinary minor with the consent of their PhD Liaison or Faculty Mentor. For example, a student may define the minor as "human behavior" and take courses in psychology, anthropology, and sociology to meet the requirement.

## The Art and Craft of Teaching

All students are required to take The Art and Craft of Teaching. It is a zero credit course and will be taught as a course in late August after completion of the second year. Upon successful completion (Pass) of the course, a notation will be made on the student's transcript.

## MBA Foundation Courses

In order to demonstrate a foundation in managerial literacy, students who do not have an MBA degree may be required by their department to take MBA foundation courses. Please consult with your Department Advisor on this issue. NO CREDIT will be given for these courses towards your PhD.

## Summer 1 Paper

Students must write a summer research paper between their first and second years. During spring term of the first year, students should find a faculty mentor with whom to work on the summer paper. The mentor may be the faculty advisor assigned upon entry in the program or may be another faculty member. Students will lead this project, but it can also be co-authored with the faculty mentor.

After finding a faculty mentor, students will develop a proposal and present a general overview of their summer research project during a department seminar. The proposal should entail novel research, whether that is qualitative, experimental, archival, empirical or analytical. The proposal will include a definition of the problem/question being investigated and will establish why this is an important topic to consider. The proposal will also provide a general research plan and timeline for the completion of the work during the summer term. Following this presentation, the proposal must be officially approved by at least two faculty members (including the mentor) before the end of spring semester.

Over the summer, the student will write the paper/report (journal style, 4,000-5,000 words for the main text, excluding cover page, abstract, references, tables, figures or appendices). The paper is due before the end of the summer.

Students will present their work in a departmental seminar during the following Fall semester. The faculty readers will determine if the finished work fulfills the requirements of the summer paper, and students will complete the [Summer Paper Completion Form](#).

Questrom departments may choose to augment these requirements (for example, they may require a written proposal with the spring proposal presentation) and/or require that the summer paper be further developed and lead to a manuscript in publishable form by the end of year two in the program. Please consult with your department liaison to check if there are requirements above and beyond the ones outlined above this paragraph.

## Comprehensive Examination

Students in good standing, who have completed all credit-bearing required coursework, and maintained the required grade point average, are eligible to take the comprehensive examination to demonstrate that they have:

- acquired advanced knowledge of literature and theory in their area of specialization
- acquired advanced knowledge of research techniques
- developed adequate ability to craft a research proposal

The comprehensive examination takes place in the first half of the summer following the second year of coursework. Guidelines for the examination are available from the departments. To schedule the exam, the student must consult with the departmental liaison. Once the exam has been graded, students must submit a [PhD Comprehensive Exam Petition](#) (available on the [PhD Student Website](#)) documenting the outcome of the exam. The form must be signed by the department PhD liaison and must be returned to the Master's & PhD Center.

Students who do not pass either the written and/or oral comprehensive examination or summer paper will be reviewed by the PhD Program Development Committee (PDC), which will determine if the student has to withdraw from the Program. If a student has to be withdrawn from the program and has successfully completed the first two years of coursework will receive a degree in Masters of Science, Management.

## Dissertation

The final phase of the program is the completion of a dissertation. The dissertation must be based on an original investigation that makes a substantive contribution to existing wedge and demonstrates a capacity for independent, scholarly research. After passing the Comprehensive Examination, the student will form a dissertation committee

comprising a Committee Chairperson and at least two additional faculty members, and with their guidance develop a research proposal for investigating an area of significance for management theory/practice.

## Teaching Fellowship & Research Fellowship Requirements

Fellowship students are required to carry out teaching and research requirements as part of their fellowship obligations, as listed in their fellowship award letters. Students must carry out the assigned tasks in order to maintain their fellowship. A student who fails to carry out the assigned tasks adequately may lose their fellowship. The Department Chairperson is responsible for assigning research fellow or teaching fellow assignments to fellowship students and determining that they have been successfully carried out.

- **Research Fellowship:** In years one and two, you will be required to serve as a research fellow each semester. Conducting research with faculty is an integral part of your doctoral experience and will provide you an opportunity to gain first-hand experience quickly. You will continue with your research fellowship responsibilities on non-teaching semesters during years three through five.
- **Teaching Fellowship:** Students are required to teach at least one 3 or 4 credit class independently as the lead instructor before being awarded the doctoral degree. The teaching must take place during their third or fourth year of the PhD program. In a semester prior to teaching the course, the student is required to shadow/assist a member of the faculty in the delivery of a section of the same course that the student is scheduled to teach. The Department Chairperson is responsible for assigning the student a course consistent with the career development goal of the student and contingent on department needs. Any deviation from this requirement must be approved by the PhD PDC. Sometimes, consistent with preparing a viable academic record, your department may require you to teach a second course.

## Responsible Conduct of Research (RCR) Requirement

All PhD students are required to complete the Boston University training for RCR for Doctoral or Postdoctoral Researchers ( <https://www.bu.edu/researchsupport/training-how-to/responsible-conduct-of-research-training/> )

There are three modules to be completed (introductory, intermediate, and advanced.) The introductory RCR module must be completed in the fall of year 1 as part of DS906. The remaining two RCR modules must be completed individually by each student before the start of year 2. Completion of this training is a graduation requirement for all PhD students. Please consult the website for more details and timeline on when online training and workshops are offered.

Once you have completed all three modules please submit the [RCR Requirement Completion form](#) to confirm that you have met your RCR requirement.

## Academic & Professional Conduct

All PhD students are expected to demonstrate high professional standards in all aspects of their work. This includes:

- Observing the Academic Conduct Code ( <http://www.bu.edu/academics/policies/academic-conduct-code/> )
- Observing the University's policy on appropriate research conduct ( <http://www.bu.edu/orc/about/research-misconduct/> )
- Interacting with faculty, staff, and other students in a mature, professional, and civil manner in classes and colloquia and in all other professional interactions. (Appendix 1 presents an example of some suggested guidelines for appropriate professional interactions.)

A student who engages in academic and/or professional misconduct may be subject to disciplinary action.

When a student enters the PhD Program, the doctoral program and the student's academic department makes a commitment to provide guidance, support, and feedback throughout the program. Several people play key roles in the doctoral student's program:

- The PhD Program Faculty Director chairs the PhD Program Development Committee (PDC), which is responsible for the final selection of students, funding decisions, monitoring of curriculum, and annual review of student performance.
- The Student Support Coordinator (Master's & PhD Center) is responsible for tracking student progress and advising students regarding program rules, requirements, and deadlines.
- The Department PhD Liaison is a member of the PDC and advises the Department Chairperson and faculty regarding current rules and requirements. Additionally, they provide guidance to students regarding program requirements, opportunities for courses at other schools, etc. The PhD Liaison is responsible for determining that the coursework completed by the student meets the program requirements.
- The Faculty Mentor is assigned to the student upon enrollment and who, along with the PhD Liaison, provides guidance regarding course selection and professional development activities.
- The Department Chairperson also provides guidance regarding program options and opportunities. The Department Chairperson is responsible for assigning research and teaching assignments to fellowship students and for assigning each student a course to teach in order to enable the student to meet the program's teaching requirement.
- The Dissertation Chairperson agrees to take on the primary responsibility for providing feedback and guidance to the student on the dissertation work.
- The Dissertation Committee faculty also provide input on the dissertation work.

Students should get to know all members of their department's faculty as soon as possible in order to identify research and teaching interests.

When the student enters the program, the department will assign a Faculty Mentor, who will meet with the student to provide guidance on course selection and professional development. The student is responsible for proactively seeking advice from the mentor and other faculty prior to registering for classes or engaging in research and teaching activities. The student may also propose a different mentor once they have clarified their interests and proposed focus in the program. The Department Chairperson and PhD Liaison are responsible for approving and arranging for such shifts.

The student should meet with the PhD Liaison at least once every semester during the coursework stage and at least once a year after coursework. The Faculty Mentor and the PhD Liaison serve as the student's primary advisors until the student passes the comprehensive examination.

After successfully completing this exam, the student progresses to the dissertation stage. The student is required to form a dissertation committee (discussed later). From this point forward, the Dissertation Committee Chairperson serves as the principal advisor.



## Residency Requirement

After matriculation into the PhD Program, a candidate for the degree must register for and satisfactorily complete a minimum of thirty-two (32) graduate-level credits at Boston University. More courses may be needed depending on departmental requirements. Students are expected to actively participate in regular departmental activities and contribute to the everyday research culture.

## Time Limit for Degree Completion

After matriculation into the PhD Program, a candidate for the degree must meet certain milestones within a specified maximum time period (as noted in the table below) and complete all degree requirements within six (6) years of the date of first registration. Those who fail to meet the milestones within the specified time or who do not complete all requirements within six years will be reviewed by the PhD PDC and may be withdrawn from the program. Any request to deviate from the milestones and time frame below must be approved by the student's academic department and then by the Faculty Director of the PhD Program. A Leave of Absence does not automatically extend the six-year time limit for degree completion (see Leaves of Absence).

Milestone	Expected Completion	Maximum Time for Completion
Complete all required courses (no incompletes)	End of Spring of 2 <sup>nd</sup> year During Summer of 2 <sup>nd</sup>	End of Fall of 3rd year
Complete comprehensive examination	year	End of 3rd year
Form a dissertation committee with at least three members, a committee chair, and a dissertation topic	During 3 <sup>rd</sup> year	End of 4th year
Defend the dissertation proposal	During 4 <sup>th</sup> year	End of 4th year
Complete the dissertation	During 5 <sup>th</sup> year	End of 6th year

## Performance Review

The Doctoral Program Committee will review the progress of each doctoral candidate. Students must maintain a 3.30 cumulative grade point average in all courses to remain in good academic standing. If the GPA falls below 3.30, the student's department and Program Director will be notified and can decide between no action, probation, or termination. If necessary, the case may be brought to the PDC. Students who are not in good academic standing will usually be allowed one semester to correct their status. Prior to the start of the semester, the student must submit a letter to the PhD Department Liaison (who will forward it to the PDC) explaining why they have fallen short of the CGPA requirement and how they plan to correct the situation. Failure to increase the CGPA to acceptable levels may result in probation or withdrawal from the program, at the discretion of the PhD Doctoral Program Development Committee (PDC).

## Yearly Report

All PhD Doctoral students are required to submit a PhD Program Yearly Report to the PhD Faculty Director and the Student Support Coordinator in the summer following each academic year. This yearly report must be approved by the student's Faculty Mentor. Failure to submit the report by the assigned deadline could result in the delay of the next semester stipend payments for fellowship students. In addition to the Yearly Report, some departments require students to submit a written report of progress annually.

## COURSE LOAD

For each Fall and Spring Semester after matriculation and until all degree requirements are completed, all PhD students must be registered for courses, or for dissertation course work (DS999), or be granted an official leave of absence. Prior to registration for each semester, all students are expected to make appointments to consult with Departmental Liaisons or their Faculty Mentors.

All PhD students must be registered for two credits of dissertation in the semester preceding graduation. Students graduating in May must be registered for dissertation in the spring semester, students graduating in January must be registered for dissertation in the fall semester, and students graduating in September must be registered for dissertation in the Summer II session. Please note that Summer course registration is not included in your tuition and therefore you will be responsible for charges.

If a student does not register for one semester, and is not on an approved leave of absence, the student is officially considered to be an "inactive student." A student who is inactive for more than one semester is subject to immediate withdrawal from the PhD Program. Inactive students who want to continue in the PhD Program must submit a petition for reinstatement with the rationale, have it approved by the department, and then submit it to the PhD Program Development Committee for approval.

### Full-time Certification

BU students taking 12 or more credits per semester are considered to be full-time. If the student is fully engaged in ways recognized by the University as related to progress toward completion of the degree, and taking 2-11.5 credits, s/he may qualify for full-time certification. Students qualify by registering for less than a full-time course load, but making legitimate progress toward the degree through other academic work, for example, preparing for comprehensive examinations or working on the dissertation.

Doctoral candidates who are certified full-time but are registered for less than 12 credits a semester are charged the full-time George Sherman Union Fee, and Student Activity Fee, in addition to their tuition.

Payment of the tuition (equivalent to two credits per semester+ any applicable fees) entitles the student to appropriate University benefits, to consult with faculty, and to use the libraries, research laboratories, academic services, and other academic facilities for the purpose of completing such requirements as examinations and dissertation work.

### Course Overload

Students must have their faculty mentor's permission to register for more than 18 credits in a given semester. Every additional credit above 18 will incur per-credit charges. Charges for the course overload up to 20 credits are waived if at least one of the following conditions is met:

- The student's cumulative grade point average is 3.70 or higher
- The student wants to register for a fifth course (up to 20 credits) in his or her last semester of required PhD courses

### Academic Standing & Course Overload

Doctoral students who are not in good academic standing may not register for more than 18 credit hours per semester. There are implications for continuation of financial aid for students who are not in good academic standing.

## **The Final Phase of the Program**

The final phase of the PhD Program is the completion of an approved dissertation. The dissertation must be based on an original investigation that makes a substantive contribution to knowledge and demonstrates capacity for independent scholarly research. The quality of the dissertation should meet the standards for publication in leading scholarly journals in the field. When beginning preliminary exploration of a topic, the student is encouraged to consult with faculty members whose interests coincide with the kind of project the student has in mind.

## **Formation of Dissertation Committee**

The first formal step after the comprehensive exam is the selection of a dissertation committee and the submission of a dissertation proposal. The committee is composed of, at minimum, three faculty members. The dissertation chairperson should be from the candidate's department. An additional member should be on the faculty of the Questrom School of Business, and ordinarily this member should also be from the candidate's department. Individual department guidelines may mandate that the third committee member be from outside of the candidate's department. Depending on department guidelines, a committee member may be from outside the School or the University. The dissertation chairperson and at least two other committee members should be full time tenured or tenure-track faculty members.

It is the responsibility of the PhD candidate to select a willing faculty chairperson of his/her Dissertation Committee who will direct the student's research. The student and the Dissertation Chairperson together select the other members of the dissertation committee. Should the candidate be unable to find a willing chair, he/she should meet the department PhD Liaison and the Department Chairperson, who will make reasonable efforts to help the student to find a dissertation chair. However, it is ultimately the student's responsibility to find someone willing to guide the dissertation within one year of completing the comprehensive exams.

If the student begins dissertation work with a faculty member and this faculty member subsequently leaves the school prior to the completion of the student's dissertation, the department will attempt to develop an arrangement by which the student can continue to work on the dissertation under the departed faculty member's guidance. The candidate is advised to be aware of any other departmental requirements concerning the composition of the Dissertation Committee.

## **Development of Proposal**

Since the substance and format of an acceptable proposal will vary among departments, a student must work closely with his/her Committee as the proposal is developed. (See Appendix 2, Dissertation Proposal Outline).

Early in the process of preparing the dissertation proposal, doctoral candidates are advised to review a copy of *Research Guide: A Guide for Writers of Theses and Dissertations*, prepared by Mugar Library, which contains essential information for the preparation of the manuscript. The dissertation will not be accepted at Mugar Library unless it conforms to the specifications in the guide.

## **Dissertation Proposal Presentation/Defense**

The student will schedule a proposal defense when, in the opinion of the chairperson of the Dissertation Committee, the proposal is sufficiently prepared, with a clear statement of the problem, a review of relevant literature, and an analytical development of appropriate measures for the investigation, including collection and analysis of the data. The written proposal is presented in a seminar to which Questrom faculty are invited by written announcement. In order for the student to benefit from suggestions and guidance that may be provided, the presentation should be scheduled as soon as sufficient progress has been made to establish the nature and scope of the work, and well in advance of the anticipated time of completion.

The student must submit a Petition Form, available on the PhD Student Website, and signed by his or her department representative (PhD Liaison, Faculty Mentor, or Chairperson). The student must schedule the proposal defense at a date and time that is convenient for all members of the dissertation committee and the department. The student must also arrange for the room. At least three weeks before that date, the student must submit a one-page announcement with a maximum 350-word abstract to the Director of Special Programs & Initiatives, who will circulate the announcement to departments and faculty members. The student must present the committee with the Dissertation Proposal Defense Form at the beginning of the defense and the committee will fill out and sign the form following the proposal defense. Student will then return the form to the Master's & PhD Center.

The purpose of the proposal presentation is to ensure that the student has a worthwhile and feasible research project. At the presentation, the student must have sufficient understanding of the relevant conceptual framework so that the student will be able to draw upon and relate the research work effectively to existing theory and practice.

Following the presentation, the chairperson will poll the members of the committee and the department to determine whether a consensus has been reached regarding the candidate's proposal. The chairperson will inform the candidate and the Student Support Coordinator of the outcome of the defense.

Approval of the proposal is essentially an agreement between the candidate and the Committee that the basic framework of the dissertation is acceptable. If the Dissertation Committee and the department approve the proposal, the student will proceed to carry out the proposed investigation with close guidance from the chairperson and other members of the Committee. Thereafter, any future questions by the Committee should relate only to carrying out the research and analyzing the findings. Following the collection and analysis of the data, the student will prepare the final dissertation report.

In the event that the faculty cannot reach consensus on the research proposal, the chairperson shall inform the candidate of the issues in dispute. If the candidate and the Committee are unable to reach consensus on a satisfactory research plan, the candidate may petition the department to change the membership of the Committee.

[PhD Dissertation Proposal Petition Form](#)

## **Editing the Dissertation**

It is generally allowable for doctoral students to have assistance with proofreading their dissertations. In some cases, particularly when students are not fluent in English, assistance with rewriting text is permissible to bring it into Standard English. In such cases, the student will need explicit permission from the Dissertation Committee Chairperson and the Chairperson of the Department.

## **Dissertation Defense**

When the Dissertation Committee agrees that the candidate has completed his/her research and a satisfactory draft of the dissertation has been written, the candidate must arrange a formal dissertation defense hearing. Three weeks before the hearing, the candidate must submit a petition to defend the dissertation to the Student Support Coordinator. Once the Student Support Coordinator and the student's faculty mentor have approved the petition form, the student should send an electronic announcement and a 350-word abstract to the Student Support Coordinator. The announcement and abstract are sent to all Questrom School of Business faculty and doctoral students by e-mail. The dissertation document must, in the view of the Dissertation Committee chairperson, be complete before the dissertation defense is scheduled. The oral defense of the dissertation will be open to the Boston University Questrom community, as well as academics from Boston University and other interested academics from outside of BU. The members of the Dissertation Committee render final judgment on the dissertation and the oral defense. For emergency situations (illness, etc.), a proxy faculty member may serve at the oral defense if approved by the Chairperson of the Dissertation Committee and the Department Liaison. [PhD Dissertation Defense Petition Form](#)

## **Submission of Final Dissertation**

Following the dissertation defense, the Committee may request minor changes to the dissertation document. Once the Committee has approved the final dissertation document and signed the appropriate documents (per the Director of Special Programs & Initiatives), the candidate must submit the final dissertation document to Mugar Library. This submission must occur no later than six weeks following the dissertation defense.

## **Publication of the Dissertation**

The School of Business faculty urges the publication of the dissertation, in whole or in part. Holders of PhD degrees who publish their completed dissertation should state that such work was submitted originally in partial fulfillment of the requirements for the degree of PhD in Business Administration at Boston University Questrom School of Business. When materials for the dissertation are published in part, or when they are published before degree requirements have been fulfilled, credit should be given to Boston University. One copy of all published material must be submitted to the Master's & PhD Center for deposit in the University Library.

## **Co-authorship with Faculty**

It is the policy of the PhD Program to encourage student and faculty joint authorship of professional papers. It should be understood that this policy should not be implemented in ways that undercut the imperative that dissertations be the independent and original work of the doctoral candidate. When Faculty Mentors have made substantial contributions in addition to the work carried out by the student for his/her dissertation, co-authorship of resulting papers is appropriate. When students and faculty co-author professional papers based on the student's dissertation, it is expected that their relative contributions will be appropriately acknowledged.

## **Dissertation Work Outside of Boston University**

### *Purpose*

This policy seeks to ensure that doctoral degrees awarded by Boston University truly reflect a BU education and independent research clearly connected to the mentorship of BU faculty. While original research takes place in many non-university institutional settings, these settings are often not governed by the same research norms that govern university research.

This policy aims to ensure that BU doctoral students who do research outside of Boston University (including other universities, companies, and independent research institutes) as part of their dissertation work are doing truly independent and original research and are generally guided by the University's academic norms. It is intended to ensure oversight in cases in which a BU student is doing research in a setting outside of Boston University and/ or where non-Boston University researcher is effectively serving as a research supervisor for a Boston University doctoral student.

The doctoral dissertation should be an original contribution to scholarship or scientific knowledge, commensurate with the highest standards of each student's field of study. While we recognize the increasing importance of collaboration between university faculty and students and industry scientists, we need to ensure that each student's dissertation is governed by well-established norms of intellectual freedom and free flow of information and that it is not simply be an offshoot of work the student might do as an employee of a given company.

### *Covered Parties*

This policy applies to all University faculty and students who engage in or oversee work culminating in a doctoral dissertation at Boston University. It does not apply to fieldwork, the collection of data or use of equipment that is not available at BU, or to students who have completed data collection and are at the stage of writing their dissertation. It is not intended to restrict Boston University student acceptance of research fellowships or internships that require PhD students to do research outside of Boston University.

### *University Policy*

Dissertation research is typically done "in residence" at the University, other than when it involves fieldwork or specialized data or evidence collection which is commonly done outside the University (e.g., in fields such as anthropology, astronomy, or particle physics or in the case of archival research). Dissertation research must be primarily supervised by a member of the BU faculty, who is approved by their department to play this supervisory role and the doctoral students research should be independent and original. Faculty members who are responsible for oversight of a dissertation project (including members of a student's dissertation/ advisory committee) should not facilitate conduct of underlying research outside of BU, unless the responsible faculty member(s) has (have) an active collaboration with a given researcher at an outside organization and doing this work offers clear benefits to the student.

Research underlying a dissertation may be conducted outside of BU when a faculty dissertation supervisor (or committee member) has a prior and active research collaboration with an organization outside of BU. Under such circumstances, specific permission must be granted by the Dean of the school or college in which the student is enrolled. The Dean should report the circumstances of each case of this variety to the Associate Provost of Graduate Affairs, to help ensure that the University's practices are consistent, recognizing that there are important differences among academic disciplines.

If the dissertation work will take place outside BU at a company or other for-profit entity, the student must complete a disclosure under the University's [Investigator Financial Conflicts of Interest Policy for Research](#). This disclosure must follow established procedures and be approved prior to the initiation of dissertation research.

BU is committed to sharing original dissertation research, and dissertations should be made available to the scholarly community in a timely manner. Faculty who oversee dissertation work should ensure that the student retains a right to publish dissertation materials in a timely fashion, and that any need to remove confidential or proprietary information does not undermine the academic integrity of the scholarship.

### *Responsible Parties*

The faculty member serving as the primary mentor or reader of a dissertation is responsible for ensuring that the working underlying a dissertation is conducted in accordance with this policy.

### *Related Policies and References*

[Investigator Financial Conflicts of Interest Policy for Research](#)

## History

Recommended by the University's Research and Scholarly Activities Committee on September 11, 2018.

Recommended by the University's Graduate Academic Programs and Policies Committee on December 17, 2018.

## GRADUATION / DEGREE COMPLETION

### Recommendation for Degree

Once all PhD requirements have been successfully completed, the degree is recommended by the faculty of the Questrom School of Business to the President and Trustees of Boston University.

### Submission of Dissertation to Mugar Library

The University requires that all doctoral candidates, regardless of their field of study or degree, follow certain requirements in the processing and preparation of the dissertation. Please see the most recent Guide for the Writers of Dissertation and Theses, prepared by Mugar Library, for all-University requirements and for charges for microfilming and binding. Two copies of the approved dissertation must be submitted to Mugar Library with the permission form, which can be obtained from the Director of Special Programs & Initiatives.

### Graduation Application

Students must submit a [graduation application](#) at least seven months before the date they expect to complete degree requirements. It is the student's responsibility to initiate the process for graduation. The application is available on the Master's & PhD Center's website and should be returned to the Master's & PhD Center (Suite 115) for graduation in September, January, or May. If graduation must be postponed beyond the semester for which the application is submitted, please contact the Student Support Coordinator to defer the date. If students wish to postpone their graduation date past the six year time limit for completion, they must formally petition the PhD Program Development Committee (PDC) for an extension. The petition, which must include the reason(s) for the extension as well as a detailed timetable for completion, is subject to departmental and PDC approval.

PhD degree requirements are complete only when copies of the dissertation have been certified as meeting the standards of the Questrom School of Business and are accepted by Mugar Library.

### Graduation Dates

Boston University awards degrees three times during the year, depending upon when degree requirements are completed. All graduates of the previous September and January graduations, May graduates, and tentative graduates for the following September are invited to attend the Questrom commencement ceremony in May. The School of Business does not hold any other event for September and January graduates. Information about the ceremony is mailed in the spring to all eligible graduates (September previous, January, May and tentative September following.)

#### GRADUATION

September 25  
January 25

#### COURSES COMPLETED

Summer Session 1 or 2  
Fall Semester

May (main ceremony) \_\_\_\_\_ Spring Semester \_\_\_\_\_

## Diplomas

The Diploma Office at the Office of the University Registrar prepares diplomas. Students who do not plan to attend the May Questrom Graduate Commencement ceremony must complete a diploma dispersal form. The form indicates if the student wishes to have the diploma mailed or if they wish to pick it up in person at the Diploma Office (in October for September graduates, in February for January graduates, and in June for May graduates who do not attend the Questrom Commencement ceremony). The form is available through Student Link <http://www.bu.edu/studentlink>.



## COURSE INFORMATION

### Course Identification

Courses are identified with a combination of numbers and letters.

**Example Only** (Do not use for course registration)

			Title	Credits	Day/Time	Instructor	Course #
QST	AC909	A1	Contemporary ...	3	T 6:00-9:00	Menon	615

### School or College

On the Student Link, the course number is preceded by a school or college designation. All graduate level courses at Questrom are currently represented by "QST."

### Course Number

Two letters are used to represent the area of study and are followed by a 3-digit number to represent the specific course. The areas of study are:

COURSE CODE	COURSE TITLE
AC	Accounting
DS	Doctoral Seminar
ES	Executive Skills
FE	Finance
HM	Health Sector Management
IM	International Management
IS	Information Systems
MF	Mathematical Finance
MK	Marketing
MO	Management & Organizations
OM	Operations and Technology Management
PL	Markets, Public Policy and Law
QM	Quantitative Methods
SI	Strategy and Innovation

The numbers for graduate-level courses are in the 700s and 800s. Course numbers in the 900s are doctoral level.

### Prerequisites

Many Questrom courses have prerequisites, certain courses that must be successfully completed prior to taking a specific course. Prerequisites are listed on the University Class Schedule found on the Student Link.

### Evaluation of Instructors & Courses

During the last two weeks of each semester, students evaluate each course and instructor using a standard evaluation form. The forms are collected by a student, placed in an envelope, and turned in to the Master's & PhD Center. The professor is not in the classroom when the evaluations are done and results are not made available to the instructor until after grades are submitted. Evaluations are compiled after the instructors submit final grades. Results are available online through Questrom World.

### **Investigation of Area of Interest**

Students who wish to conduct research in a specific area of interest under the guidance of a faculty member may apply for directed study. Directed study is the equivalent of a two- or four-credit course. It may not substitute for a required course or duplicate an elective course. Upon completion of the directed study, the student receives a grade from the sponsoring faculty member.

### **Procedure for Directed Study**

To arrange a directed study, the student should:

- Obtain a PhD directed study application from the Master's & PhD Center or download the form from the PhD Website;
- Discuss plans for directed study with an appropriate faculty member;
- Negotiate area of investigation, requirements, and evaluation criteria with the faculty member;
- Complete the application for directed study and have it signed by the faculty member, Faculty Mentor and Department Chairperson, and
- Return the directed study application to the Registrar in the Graduate Academic & Career Development Center (Suite 115) for approval no more than two weeks after the start of the semester. The registrar will assign a course number for the class and process the registration.

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**REGISTRATION**

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### **Registration**

Each semester, the Master's & PhD Center compiles a schedule of all Questrom PhD course offerings. PhD students are required to have course selections approved by their Faculty Mentors. Students must register for their courses using the Registration section, found under the Academics tab, of the Student Link. Students can review the courses for which they have registered through the Student Link, <http://www.bu.edu/studentlink>.

### **Adding a Course**

Prior to the beginning of a semester and through the second week of classes, students may add courses by using the WebReg registration system on the Student Link. Students are required to notify the Student Support Coordinator of any changes to their schedule.

### **Dropping a Course**

Students may drop courses using the Student Link's Web Reg system until the end of the drop period. A full-semester course dropped by the end of the first five weeks of the semester will not appear on the student's record. Full-semester courses dropped after the fifth week of the semester, or the first week of a summer session, will be indicated on the transcript with a "W" grade and the student will be charged for the course. Courses may not be dropped later than ten full weeks after the start of the semester.

Overcharges result when part-time students drop a course within the first five weeks of the semester, but are still registered for at least one other course or when full-time students change to part-time status because they are registered for fewer than 12 credits. Any extra amount that has already been paid will be credited to the student's

account. The balance will be refunded upon request in person, or in writing, to the Comptroller's Office within Student Accounting Services. If students have received any financial aid, however, the refund must be requested through the Manager of Graduate Financial Aid in the Master's & PhD Center. **To be eligible for student loans, students must be registered for at least 6 credits in a semester.**

Students may withdraw from a course in either of the two summer sessions using the Student Link until the first day the summer session begins. If the drop is processed prior to the first day of either term, full tuition & fees will be credited or refunded. If the drop is processed on or after the first day of either summer session, the student is responsible for the registration fee only. If the drop is processed after the date published by the Master's & PhD Center, the student is responsible for the full tuition and fees and will receive a "W" for the course.

During the summer sessions, students can drop all of their courses, up until the first day of classes, using the Student Link's WebReg.

## Dropping All Courses

It is not possible for students to drop all of their classes via the Student Link's Web Reg during the academic year. Students who wish to drop all of their courses during an academic year semester must meet with the Student Support Coordinator to complete a Leave of Absence/Withdrawal form. Signed and dated requests to drop all courses can also be mailed or faxed to the Student Support Coordinator in the Master's & PhD Center. The effective date that the courses are dropped will be the date that the student completes the Leave of Absence/Withdrawal form. Please note that forms received after 5pm or on weekends will be processed the next business day. Refunds are determined as follows for spring and fall semesters:

Deadline	Refund Amount
Prior to First Day of Classes	100% Tuition and Fees
First Two Weeks of Classes	80% Tuition
Third Week of Classes	60% Tuition
Fourth Week of Classes	40% Tuition
Fifth Week of Classes	20% Tuition
After the Fifth Week of Classes	0% Tuition

## Auditing Courses

Students who wish to audit a course must have the written consent via a course adjustment form of the instructor for the audit to be approved. The course adjustment form must be returned to the Master's & PhD Center. The tuition charge is the same as taking the course for credit; however, students do not receive grades or credits for audited courses nor can they be used to fulfill PhD degree requirements. Students cannot audit a Questrom course and then re-take the course for academic credit.

## Grading System

All for-credit courses at Questrom are graded on a letter scale according to the following criteria:

Level	Grade	Honor Points/Credit
Superior Performance	A	4.0
	A-	3.7
	B+	3.3
	B	3.0
	B-	2.7
	C+	2.3
	C	2.0
	C-	1.7
Lowest Grade Acceptable for Credit	C-	1.7
Failing Grade	F	0.0

### Incomplete: "I"

A grade of "I" indicates that course requirements, such as a final exam or written course work, have not been completed by the end of the semester. An "I" grade is given at the instructor's discretion. The student must arrange with the instructor to complete the remaining requirements by no later than the end of the following semester by completing an Incomplete Contract with the instructor. When the work is completed, the instructor will determine the final grade.

If work is not completed and a final grade is not submitted within one semester of when the "I" was issued, the "I" will be converted into an "F" grade. In extenuating circumstances, a student may petition for an extension of the time limit to complete the work. The instructor who gave the "I" grade must endorse the written petition, which must then be submitted to the Master's & PhD Center.

An "I" grade has no honor points; therefore, it is not calculated into the cumulative GPA. When the professor reassigns the grade once the student completes the work, or when the Graduate Academic & Career Development Center Senior Systems Administrator (registrar) converts the "I" to an "F" following the procedures outlined above, the grade for the course is then included in the calculation of the GPA. A student may not graduate with an "I" grade on his or her transcript.

### Withdrawal: "W"

A grade of "W" in a full-semester course indicates that the course was dropped after the fifth week and before the last six full weeks of classes. A student who withdraws from a course forfeits the right to complete the course in that semester and receive a grade. Students are charged full tuition for "W" grades.

### Failure: "F"

A grade of "F" indicates failure to pass the course. A student who earns a grade of "F" in a required PhD course must repeat that course with a passing grade. A student who earns a grade of "F" in an elective course must subsequently repeat that course or take another approved elective and earn a passing grade. When a course is repeated, both the "F" and the subsequent grade remain on the student's permanent record, and both grades are included in the calculation of the cumulative grade point average (CGPA).

## Continuing Course: "J"

If a course spans two semesters or more, such as dissertation, a "J" grade will be listed on the student's transcript after the first semester. The "J" grade is replaced with a "P" or passing grade when the dissertation is successfully defended and the dissertation manuscript has been accepted at Mugar Library.

## Calculating Cumulative Grade Point Average (CGPA)

The grades in all courses approved for credit in the PhD Program including all directed studies and courses taken at consortium schools, are included in the computation of the CGPA. Grades earned in MBA foundation courses that may be required of a student by his or her department, are not factored in to the PhD CGPA.

- Divide the number of grade points earned in courses by the number of credits attempted:  
(Total grade points from all courses) ÷ (total credits attempted) = Cumulative GPA
- Grades and credits of all repeated courses are calculated in the GPA;
- The following grades do not carry credits and are not used in the calculation of grade point averages: AU, P, W, and J;

## Retaking Courses

PhD students cannot retake a course in which they have already earned a grade of C- or higher in order to improve their grade performance and/or CGPA. Courses for which a grade of "F" or "W" have been received may be retaken, as courses for which "F" and "W" grades have been received cannot be used to satisfy PhD requirements.

## Grade Verification

Federal law prohibits staff members from giving grades over the phone. Students may receive their grades in one of the following ways:

- Students may obtain an unofficial or official copy of their grades/transcript by logging on to the Boston University Student Link at [bu.edu/ student link](http://bu.edu/student-link), Click on Academics, then on Transcript Preview and Ordering;
- At any time, a student may request a grade mailer in person at the Office of the University Registrar.

## Beta Gamma Sigma (BGS)

PhD students who have successfully completed all of their doctoral requirements, including the dissertation proposal defense and are in their last year of the PhD Program, are eligible for induction into the Beta Gamma Sigma International Honor Society. Additional information on Beta Gamma Sigma can be obtained from the Master's & PhD Center or the Beta Gamma Sigma website: [betagammasigma.org/](http://betagammasigma.org/).

## External Work/Internship while pursuing your PHD

This is a 12-month residential program and the terms of the Questrom fellowship forbids external work (such as an internship or external teaching) while you are receiving the fellowship. This general rule is designed to avoid unnecessary distractions away from your coursework, research or dissertation. However, in some cases additional work or internship experience may serve to enhance your research and academic work. In these rare situations, you may seek approval of your faculty advisor, PhD PDC liaison for your department and the PhD Program Director for these activities. If you obtain the approval you may take on the experience. During the academic year your work may not exceed 5 hours per week (in addition to the 15 hours you are fulfilling for your fellowship). During breaks and summer, you may work on a part-time or full-time basis. If you accept a full-time opportunity, your fellowship stipend will be suspended for the duration of the full-time work.

If you are an international student, you are required to consult ISSO to ensure you are meeting all of the guidelines provided by them as related to your additional work. [Internship Approval Form](#)

## ADVANCED STANDING & COURSES OUTSIDE OF QUESTROM: WAIVERS, TRANSFER OF CREDIT, CROSS-ENROLLMENT

A student must receive approval from his or her Faculty Mentor to request a transfer of credit and then complete application forms, which are available in the Master's & PhD Center.

Regardless of the number of credits transferred, all students are required to meet the residency requirement of 32 credits completed at Boston University in order to earn the PhD degree.

### Transfer of Academic Credit for Previously Completed Coursework for New Students

Students may petition for transfer of credit for previously completed, graduate-level coursework if:

- The course was completed within the past five calendar years.
- A grade of B- or better was earned in the course.
- The course was completed at an MBA or PhD program accredited by the International Association to Advance Collegiate Schools of Business (AACSB). Member schools are listed at <http://www.aacsb.edu/accreditation/AccreditedMembers.asp>.
- The course was taken for credit and was not used toward the completion of another degree.

### Pre-Approval for Transfer of Academic Credit for Current Students

In addition to the requirements outlined in the "New Students" section above, current students wishing to take classes at other colleges or universities (outside of the Questrom and Boston University) must abide by the following guidelines:

- Students must submit their Transfer of Credit Petition at least one month before the first class meeting.
- Except under extenuating circumstances, current students cannot petition for transfer of credit for courses offered in the School of Business.
- Students interested in taking courses through the University Consortium should refer to the section titled "Taking Courses at Colleges/Universities in Consortium."

### Process for Petitioning for Transfer of Academic Credit

Students must request a Petition for Transfer of Academic Credit form from the Master's & PhD Center, complete it, and return it to the Master's & PhD Center for review. A separate Petition must be submitted for each course for which credit is sought. The following materials must accompany each Petition:

- An official course description.
- A course syllabus (current students should obtain the most current syllabus available for a course they hope to take; new students should provide the actual syllabus for a course they have taken in the past) including a list of textbooks and supplementary readings and a course-meeting schedule indicating number of class meetings, exam dates and start/stop time of each class.
- New students should submit an official transcript (unless this is already part of your admission file) and current students will submit a transcript once the course has been completed.

Each Petition will be evaluated by a faculty member to ensure that the course contains a level of academic content deemed appropriate for the BU PhD Program. If the course content is approved, credit will be awarded in the amount of four credits per transferred course.

The Master's & PhD Center will notify students of the disposition of each petition by e-mail. Approved transfer credits will be noted on the student's transcript but will not be a factor in the computation of the Questrom grade point average, nor will grades received in transfer courses appear on students' BU transcripts.

### **Cross Enrollment (Taking Courses at Colleges/Universities in Consortium)**

Boston University, Boston College, Brandeis University, Tufts University, and Hebrew College are members of a consortium that permits matriculated students from one Consortium institution to enroll in a course at another Consortium institution. According to consortium arrangements, tuition for approved courses will be paid to Boston University. All courses taken through the cross enrollment process must be approved by the department PhD Liaison.

[Cross Registration Form](#)

### **Taking Graduate Electives at Other BU Schools/ Colleges**

With prior approval from their faculty mentors, PhD students may take management-related electives at other graduate schools and colleges within Boston University. Students should start by contacting the school/college in which they wish to take the course to determine that school's enrollment policies and deadlines. The student then finalizes the process by contacting the other school/college to formally register for the course. Credit for the course will not be applied toward the PhD degree unless the student earns a grade of C- or better. The grade will appear on the Boston University transcript and will be a factor in the computation of the PhD grade point average.

## **LEAVES OF ABSENCE & WITHDRAWALS**

**Students should contact the Student Support Coordinator to discuss all options before making a final decision regarding a Voluntary Withdrawal or Leave of Absence.**

When a student is matriculated in the PhD Program, it is expected that she/he will make progress toward the degree without interruption. However, should it become necessary, the student should request from the department Faculty Mentor a leave of absence for the shortest time needed. If the leave is approved by the Department Liaison, the student must meet with the Student Support Coordinator to complete a leave of absence request form. If the student is unable to meet with the Student Support Coordinator, s/he can mail, email or fax a signed request for the leave of absence, which will be effective on the business date that the Master's & PhD Center receives the official request. If a student has submitted the Withdrawal/Leave of Absence form or signed request for a leave of absence prior to the start of a semester for which s/he had previously registered, the charges for that semester will be canceled. If the semester has already started, the student may be entitled to a partial refund (see section on dropping all courses). A leave of absence cannot extend beyond four semesters and does **not** extend the six-year time limit for degree completion. If students do not return after four semesters, they will be withdrawn from the program.

**A leave of absence does not extend the six-year time limit for degree completion.**

The student is expected to return to the program when the leave of absence expires and must notify the Student Support Coordinator at least four weeks prior to resuming his or her studies or if he or she decides not to return to the PhD Program.

If a student does not return to the program when the leave of absence expires, the Faculty Director of the Doctoral Program Committee will send a certified letter to the student. The student must respond to the letter within 15 working days or s/he will be withdrawn from the PhD Program by the Questrom School of Business.



A student who wishes to be reinstated after being withdrawn by the School of Business must submit a petition for reinstatement with the rationale, approved by his or her department, to the Doctoral Program Development Committee for approval.

### **Leave of Absence for Medical Reasons**

University policy requires that a student "seeking to re-enroll after a medical leave must demonstrate to the University that the student's health permits the successful completion of studies." This link (<http://www.bu.edu/shs/files/2017/06/loa-instructions.pdf>) outlines the information students must provide to the University prior to re-enrolling and the timeline for submitting the required documentation.

### **Childbirth & Adoption Accommodation for Full-Time PhD Students**

The Boston University childbirth and adoption accommodation policy for full-time or certified full-time PhD students in good academic standing provides for extensions for academic coursework and other requirements to the primary caregiver of an infant or adopted child. It also provides for a continuation of stipend support for funded students during the accommodation period. If you will be taking a leave for childbirth or adoption, please set up an appointment with the Director of Special Programs & Initiatives in advance, if possible, to discuss the details and logistics of the impending leave. The details of this policy can be found here: <http://www.bu.edu/academics/policies/childbirth-and-adoption-accommodation/>

### **Voluntary Withdrawal**

A student who wishes to withdraw from the PhD Program must meet with the Student Support Coordinator to complete the Withdrawal/Leave of Absence Form. If a student is unable to meet with the Student Support Coordinator, they can mail or fax a signed request withdrawal, which will be effective on the business date (before 5pm) that the Master's & PhD Center received the form. If a student has submitted the Withdrawal/Leave of Absence form or signed request prior to the start of a semester for which s/he had previously registered, the charges for that semester will be canceled. If the semester has already started, the student may be entitled to a partial refund (see section on dropping courses). Students who are interested in rejoining the program after they have been withdrawn will need to contact Admissions about reapplying to the program.

### **Withdrawal for Non-Payment**

Students who have not settled their student accounts by the fifth week of classes during the semester, or by the first week of summer sessions, have a hold placed on their accounts and may be withdrawn for non-payment by the Comptroller's Office. Students who wish to settle their accounts in order to be officially registered must do so through Student Accounting Services.

### **Academic Withdrawal**

To be in good academic standing, a PhD student must maintain a cumulative grade point average of 3.30 or above in all coursework taken at Boston University, at Consortium schools through the Cross Registration process, and in directed studies and a cumulative grade point average of 3.30 or above in his or her major courses. The PhD Program Development Committee regularly reviews the records of all doctoral students. Students may be academically withdrawn at the discretion of the Committee.

### **Withdrawal for Academic or Professional Misconduct**

While matriculated in the PhD Program, all students are expected to exhibit appropriate behavior. Any student who exhibits behavior that violates the rights of others and/or the standards of academic life will be brought before the Academic Conduct Committee, as outlined in the Academic Conduct Code, or the University's Office of Judicial



Affairs, as outlined in the University's Code of Student Responsibilities, or a special Review Committee constituted by the Faculty Director of the Doctoral Program, as described earlier, for appropriate action. Students may be suspended or expelled as an outcome of these processes.

## PHD STUDENT RECORDS & TRANSCRIPTS

### Official Student Records

Official records of PhD students are housed in the Master's & PhD Center, where the files are accessible only to the students, appropriate faculty, members of the PhD Program Development Committee (PDC) and authorized members of the School of Business staff. Access to the student record by any individual other than those previously mentioned requires the written consent of the student.

### Access to Student Records

To inspect education records, a student must submit an Access Form identifying the records to be inspected to the appropriate University official. The form is available on the Master's & PhD Center website and should be submitted to J.P. Matychak, Associate Dean of Student Experience at the Questrom School of Business. The form is also available in Office of the University Registrar.

Requests to access records will receive a response within forty-five days of submission. A University official will arrange for access and will notify the student of the time and place where the records may be inspected. The University may charge a fee for copies of requested education records.

### Unofficial Transcripts

Unofficial transcripts may be requested in person from the Transcript Office at the Office of the University Registrar, 881 Commonwealth Avenue, 2nd floor. They may also be obtained via the Student Link <http://www.bu.edu/studentlink>.

### Official Transcripts

Official transcripts, which bear the seal of the University, may be requested from the Transcript Office at the Office of the University Registrar, 881 Commonwealth Avenue, 2nd floor, for a nominal fee. Requests must be made in writing or in person; telephone requests will not be accepted. Transcripts may be mailed express delivery for an additional charge. Official transcripts may also be requested via the Student Link (<http://www.bu.edu/studentlink>). Please call the Transcript Office (617/353-3616) for more information or view their website at: <http://www.bu.edu/reg/grades/index.html>.

### Academic & Professional Conduct

All PhD students are expected to demonstrate high professional standards in all aspects of their work. This includes:

- Observing the Academic Conduct Code (<http://www.bu.edu/academics/policies/academic-conduct-code/>)
- Observing the University's policy on appropriate research conduct (<http://www.bu.edu/orc/about/research-misconduct/>).
- Interacting with faculty, staff and other students in a mature, professional, and civil manner in classes and colloquia and in all other professional interactions.

The procedure for reporting, reviewing, and disciplining academic and professional misconduct is as follows:

1. A student may be reported for academic misconduct to the school's Academic Conduct Committee. While matriculated in the PhD Program, all students are expected to exhibit appropriate behavior in their academic performance. Any student who fails to do so will be brought before the School of Business's Academic Conduct Committee, as outlined in the Academic Conduct Code, for appropriate action. Students may be suspended or expelled at the discretion of the Committee.
2. For professional misconduct, the student may be reported to the PhD Program Faculty Director. This report may be made by a fellow student or by a faculty member. The Faculty Director will meet with the reported student to see if the matter can be resolved through advising or mentoring. However, if the Faculty Director determines that the offense is so serious that it cannot be resolved, or if the past attempts at advising have failed, the Faculty Director will form a Review Committee to review the case and recommend action.
3. The Review Committee will consist of three faculty members, none of whom are from the reported student's department. The Committee will solicit the facts related to the case, listen to the views of the reported student, and make a recommendation to the Faculty Director. The Faculty Director will forward the recommendation to the appropriate Dean, along with his or her own recommendation. The Dean will make the final decision after reviewing the circumstances of the case.

### Student Complaints & Grievances

This section outlines the formal mechanism for reviewing student grievances after all efforts among the parties involved have proven to be unsuccessful. The appeals procedure is usually concerned with academic matters related to unethical, unfair, or discriminatory treatment of, or intimidation of students.

If a student has a grievance against a faculty member (or members), he or she should first make every reasonable effort to discuss the complaint with the faculty member(s) involved. If this discussion is not satisfactory, the student should next discuss the matter with the Faculty Director of the Doctoral Program. If the student is still unsatisfied, he or she should submit a written statement to the Dean requesting the appointment of an Appeals Committee. The written statement must describe the nature of the complaint, include the necessary documentation and detail the previous efforts made to discuss the complaint with the faculty member(s) involved. The statement must be submitted within sixty (60) days after the end of the term in which the alleged cause for the grievance occurred.

The Dean will discuss the matter with the Faculty Director, and then form an ad hoc Appeals Committee, comprising three faculty members. The ad hoc Appeals Committee will solicit and review evidence related to the student's appeal and submit a report advising the Dean on the circumstances of the case, how the grievance may be resolved, or whether further action is warranted.

## Grade Grievance Policy

Grading is the prerogative of the faculty and is based upon a student's performance against a clearly articulated set of assignments, expectations, and standards.

Arbitrary grades are defined as those:

- assigned to a student on some basis other than performance in the course; or,
- assigned to a student by resorting to unreasonable standards different from those which were applied to other students in that course or section of the course; or,
- assigned to a student on the basis of criteria that are a substantial, unreasonable, and unannounced departure from the instructor's previously articulated standards.

Issues that do not meet one or more of these criteria of arbitrariness are not appropriate bases for a grade appeal under this policy. Only final course grades may be formally appealed. Grades that are the result of academic misconduct are not appealable. All grievances must be made in a timely manner within six weeks of the official posting of the grade.

Before filing a formal appeal, a student is urged to resolve any grievance informally by meeting with the instructor responsible for the grading of the course to discuss the student's concerns. The student is responsible for bringing copies of all relevant information to the meeting (i.e., course syllabus, assignment sheet, graded work). The student should be prepared to show evidence of arbitrary grading. The instructor is expected to discuss the student's concerns and to explain the basis for determining the grade.

If the student and the instructor are unable to arrive at a mutually agreeable solution, the student may file a formal appeal with the department chair of the instructor. The written appeal must detail the basis for the allegation of arbitrary grading and present adequate evidence that supports the allegation. The chair may seek to informally resolve the matter between the instructor and student or determine a resolution after review of all materials.

If the student wishes to appeal the chair's decision, they may do so to the Faculty Director of the student's degree program. Finally, the student may appeal the chair and faculty director's decision to the dean, who will render a final decision.

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## APPENDIX I: PROFESSIONAL BEHAVIOR

Students are expected to demonstrate professional conduct at a level expected of a doctoral student. Doctoral student professional conduct is characterized by:

- Student's interactions with students, colleagues, faculty, or staff are appropriate, positive, and respectful of differing opinions.
- Student treats others with courtesy, respect and open-mindedness. Student listens to and shows interest in the ideas and opinions of others.
- Student displays the ability to work with diverse individuals and seeks opportunities to include or show appreciation for those excluded.
- Student seeks solutions independently and/or identifies the faculty or staff member who can assist; follows through with recommendations.
- Student is receptive to constructive comments, implements changes, and seeks feedback from others.
- Student models appropriate emotional and behavioral responses in difficult situations.
- Student consistently evaluates the effects of choices and actions on self and others.

## APPENDIX 2: DISSERTATION PROPOSAL OUTLINE

A graduate student embarking on the doctoral dissertation must present a proposal of the plans to the members of their Dissertation Committee for approval. This document represents a general guide to what a dissertation proposal should contain. It should be emphasized that research topics and procedures vary so widely that no general guide can be precisely applicable to every proposal. These guidelines are primarily applicable to the kind of research problem that deals with empirical data (particularly survey research studies) and may need some modification for other kinds of research problems. The typical proposal will consist of the following sections:

### Title Page

This page should contain the full title of your proposal followed by your name, the names of your dissertation committee, and the date of submission.

### Research Question

This section should include:

- A statement of the broad research question.
- A description of how that question will be studied in this particular research project.
- Why the question is important managerially: the magnitude of the problem or challenge.
- Why the statement is important academically.
- Why the question is important from an academic perspective.
- A critical summary of the pertinent literature, appropriately citing prior work and identifying the student's own perspectives/opinions.
  - What has been written to date, including the general state of agreement or disagreement of previous investigations.
  - What still needs to be done, either to fill in gaps in theory or to clear up inconsistencies.

### Theoretical Framework/Conceptual Model

- Identify the constructs that will be studied in the research.
- State how the constructs will be operationalized.
- Show the hypothesized relationship between constructs, possibly in graphic form. If the purpose of the study is to test a theory, the hypotheses will need to be more specific.
- Demonstrate the connection between the general question and the hypotheses or specific questions.

### Research Design & Methodology

- Identify where data will be collected and why (as appropriate). If primary data will not be collected, explain why the use of others' data is appropriate.
  - Include description of unit of analysis.
  - Describe measurement instruments.
- Explain how data will be analyzed and why this approach was chosen over other alternatives.
  - Explain scales to be used.
  - Discuss reliability and validity of data.
  - Describe specific methods to be used to analyze the data.

Anticipated Findings: Describe potential contributions to theory and practice.