

Protocol for Comprehensive Examinations
Ph.D. in Business,
Management Concentration

(August 2011)

To be admitted to candidacy, each student must take and pass a Qualifying Exam and a Comprehensive Exam. Comprehensive Exams in the Management Concentration will consist of written and oral phases, as prescribed by the Graduate School of The University of Memphis.

I. Qualifying Exam

Students in good academic standing who have successfully completed the Research Methods Core Courses (12 hours) and 12 hours of Research Seminars in Management, including at least one doctoral seminar each in Human Resource Management (HR), Organizational Behavior (OB), Organization Theory (OT) and Strategy (ST), will be eligible to take the Qualifying Exam. The Qualifying Exam will normally be given at the completion of four semesters of the program (not including Summer). The Qualifying Exam is a written exam covering Human Resource Management (HR), Organizational Behavior (OB), Organization Theory (OT), Strategy (ST), and Research Methods (RM). Questions on the Qualifying Exam are not restricted to what is covered in particular courses. The exams are designed to test the student's overall knowledge across courses and areas. The exam is given and graded by the graduate faculty of the Department of Management, with assistance from other faculty who may have provided courses in the student's program of study (e.g. research classes, or specialty classes taken in another department, such as Psychology or MIS). The responsibility for the development and grading of the exam falls on the Graduate Studies Committee of the Management Department, as coordinated by the Management Ph.D. Coordinator. The administration of the exam is conducted by personnel in the Dean's office as consistent with procedures deemed appropriate by the Graduate School. The exams will be scheduled and proctored by dean's office personnel and results will be provided by the department to the Dean's office in written form. If the student fails to successfully complete the written Qualifying Exam on the first taking, then he or she will be allowed to retake the written exam one more time. If the student fails to successfully complete the written Qualifying Exam on the second taking, then he or she may be dismissed from the program.

II. Written Comprehensive Exam

Students in good academic standing, who have successfully passed the Qualifying Exam, and who have completed their required coursework or are enrolled in their final semester of required coursework will be eligible to take the Written Comprehensive Exam. The Written Comprehensive Exam will take the form of a

comprehensive review paper intended to assess the student's ability to identify an issue of timely scholarly importance, integrate and synthesize the appropriate literature, and write a review article of a quality consistent with that expected of an advanced doctoral student in a research-oriented doctoral program. Students will prepare a theory/review paper in one of three formats:

1. A theory building paper; please see *Academy of Management Review* for exemplars.
2. An integrative review focusing on building a research agenda; please see *Journal of Management Special Review Issues* and/or *Human Resource Management Review* for exemplars.
3. A quantitative (i.e. meta-analytic) review focusing on advancing theory and research; please see published meta-analyses in *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, *Personnel Psychology*, and/or *Strategic Management Journal* for exemplars.

The Management Ph.D. Coordinator will assist the student to form a committee of three doctoral qualified faculty. The committee will determine when the paper is of sufficient quality to pass. At least two committee members must be faculty in the Department of Management, but one may be from outside the Department. Publication in a peer-reviewed journal and/or acceptance at a major national or regional conference (e.g. Academy of Management, Academy of International Business, Society for Industrial and Organizational Psychology, Southern Management Association) may be taken as additional evidence of quality.

III. The Oral Comprehensive Examination

Within 30 days of the committee's decision to pass the student's Written Comprehensive Exam, the student will be required to complete the Oral Comprehensive Exam. The Oral Comprehensive Exam will generally consist of the opportunity for members of the Written Comprehensive Exam committee to examine the student regarding the content of the Written Comprehensive Exam review paper. If the student successfully completes the oral exam, then he or she is considered to have progressed to the ABD stage of the program. If the student fails the oral part of the exam, then he or she is subject to dismissal from the program. At the discretion of the examining committee, a student who does poorly on the oral exam may be asked to retake the exam one more time and perform remedial work in the interim. If the committee judges the student's first or second oral exam to be significantly and irrevocably below standard, then the student will be dismissed from the program. The dissertation proposal defense meeting may not serve as the oral examination. These are two separate components of the Ph.D. program.