HANDBOOK FOR THE PROGRAM

LEADING TO THE DEGREE OF

DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

IN THE

SCHOOL OF BUSINESS

THE GEORGE WASHINGTON UNIVERSITY

ISSUED BY THE
COMMITTEE ON DOCTORAL STUDIES

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updated December 2009
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Doctor of Philosophy in Business Administration
School of Business, George Washington University
(GWSB faculty approved, December 3, 2004; updated 12/09)

I. Overview

This document, conceived and prepared by the GWSB Doctoral Committee (the Committee), revises and amends policy to guide the administration and execution of the GWSB doctoral program. These policies indicate the collective commitment of the Committee to a doctoral program with the following general features:

• **One program**, administratively, that prepares students for academic research careers and that advances the strategic objectives of the GWSB;

• **Admission** of the best applicants, without regard for departmental affiliation;

• **Quality control** imposed during the first year through a rigorous common core curriculum, a qualifying examination, and a summer paper requirement;

• The early identification and continuing participation of a **faculty advisory group**, composed of **research-active faculty**, to support each doctoral student throughout his or her doctoral study;

• **Committee oversight** of faculty-student alignments after the first year through modest course and comprehensive examination requirements and periodic formal review by the Committee.

• **Financial support** for performing full-time students for at least four years.

**Research-active Designation**

Faculty members are considered research-active based on criteria including the following: publication record in academic journals; publication record of scholarly books (not textbooks); research papers in-progress or under review; research presentations at universities and academic conferences; academic editorial activities and editorial board appointments; a record of mentoring and advisory activities directed toward research activities of junior faculty and doctoral candidates. Criteria used by the GWSB to identify research-active faculty are similarly applied to non-faculty participants in the doctoral advising process.

II. Admissions

**Admission of New Students**

• Applications are forwarded to faculty members in the department specified on the applicant’s application for an initial review.
• Departments forward recommendations for admissions to the Ph.D. office by a date designated by the doctoral committee. At least two full time, research-active GWSB faculty members (1 tenured) should provide statements of support for a recommended applicant. Supporting faculty need not be in the department specified on the student’s application.
• Before departments recommend applicants for admission into the Ph.D. Program in Business Administration, at least one faculty member must conduct either a personal or telephone interview with the applicant.
• The GWSB School doctoral committee deliberates and makes final admission decisions regarding both admission and funding.

Admission Criteria

The doctoral committee applies the following criteria to evaluate applicants.
• Scholarship potential, as shown by GMAT or GRE score, GPA in previous degrees, written statement, and letters of recommendation
• Whether the applicant is recommended by at least two research-active, full-time GWSB faculty (at least one must be tenured), who are willing and able to support the applicant’s efforts, and whose interests match the applicant’s
• Demonstrated English language proficiency and communication ability
• Demonstrated understanding that a Ph.D. is fundamentally a research degree
• In unusual cases, departments can recommend admission of a student transferring from another PhD program. The SB Doctoral Committee considers transfers on a case-by-case basis.

Financial aid provided through the GWSB Doctoral Committee

• Under normal circumstances, financial aid packages offered to new students include 4 years of funding (assuming satisfactory progress). A minimum TOEFL score of 100 (internet exam), 600 (paper exam), 250 (computer exam), or an overall band score of 7.0 (with no individual band score below 6.0) on the IELTS, is required for international students to be considered for financial aid.
• As a general rule, students are not eligible for GWSB fellowships after their fourth year in the program.
• Students accepting GWSB fellowships cannot work during the academic year except as provided by the terms of the fellowship.
• Students who accept full-time positions, including teaching positions at other universities, waive their right to GWSB fellowships.

Assignment and continuation of financial aid

The GWSB Doctoral Committee decides the allocation of GWSB financial aid. Financial aid is normally terminated when students fail to complete core courses in the first year of the program, do not pass qualifying examinations by August 1 of the first year in the program, fail to maintain the support of the designated faculty advisory group, or otherwise fall behind the expected timeline for progress in the
doctoral program. In unusual circumstances – for example, if the student receives a conditional pass on the qualifying examination which cannot be resolved by August 1 – the students may be granted one additional semester (until December 31) to comply with stipulations imposed by the doctoral committee before financial aid is terminated. Reformulation of the advisory committee and preparation and resubmission of a revised study plan generally do not affect expectations about the timing of progress.

III. Doctoral Curriculum

Core Coursework Requirements

Students are required to master elements of a core curriculum, which provides facility with basic concepts and skills generally relevant to all areas of business research. This is achieved through coursework in philosophy of science, research methodology, statistics, and quantitative analysis. Full-time students are required to complete the core coursework during their first year in the program (see below); part-time students have two years to complete the core.

### Preceding summer:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Likely Instructors</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 290*</td>
<td>Quantitative Methods/Math Tools for Business (optional)</td>
<td>*course # subject to change</td>
</tr>
</tbody>
</table>

### Fall Semester:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Likely Instructors</th>
</tr>
</thead>
<tbody>
<tr>
<td>DNSC 274 or ECON 375</td>
<td>Statistical Modeling and Analysis</td>
<td></td>
</tr>
<tr>
<td>MGT 390</td>
<td>Philosophical Foundations</td>
<td></td>
</tr>
<tr>
<td>FINA 397 or ECON 301</td>
<td>Microeconomics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Microeconomic Theory</td>
<td></td>
</tr>
</tbody>
</table>

### Spring Semester:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Likely Instructors</th>
</tr>
</thead>
<tbody>
<tr>
<td>DNSC 275 or ECON 376</td>
<td>Advanced Statistical Modeling and Analysis</td>
<td></td>
</tr>
<tr>
<td>DNSC 385</td>
<td>Research Methods and Design</td>
<td></td>
</tr>
</tbody>
</table>

### Summer Semester:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Likely Instructors</th>
</tr>
</thead>
<tbody>
<tr>
<td>398 (dept. course)</td>
<td>Independent study to satisfy summer paper requirement</td>
<td>Faculty advisory group</td>
</tr>
</tbody>
</table>
Policy for Core Courses

• Students must take core courses for letter grades.
• To facilitate the timing of and preparation for qualifying examination, core class instructors should not require assignments due after May 1. Thus, the use of “incompletes” (such as those which may result from research papers due past the end of class) is strongly discouraged.
• FIN 290* (Quantitative Methods) is not required, but is highly recommended.
• Other core courses can be waived with substitution of courses with comparable content. The GWSB Doctoral Committee makes judgments about whether a proposed substitute course is of comparable content. Examples of fall semester courses with comparable content include ECON 375 (Econometrics I) or STAT 201 (Mathematical Statistics I) for DNSC 274. Examples of spring semester courses with comparable content include ECON 376 (Econometrics II) or STAT 202 (Mathematical statistics II) for DNSC 275.
• Except for FIN 290*, core courses cannot be waived without substitution except in unusual circumstances as determined on a case-by-case basis by the GWSB Doctoral Committee after consulting with course instructors. Examples of unusual circumstances include transfers from other doctoral programs where equivalent core courses were taken, or holding a masters degree in the particular core area. If the student has a background in one or more of the core course areas, higher-level courses may be substituted with the permission of the GWSB doctoral committee.
• Students are required to take the qualifying examinations in all cases.

IV. Qualifying Examinations

After completing core coursework (after the first year for full-time students, and after the second year for part-time students), students sit for qualifying examinations.

Qualifying Examination Format and Timing

• In the spring of each year, the Associate Dean for Research and Doctoral Studies appoints a Qualifying Examination Subcommittee of research-active GWSB faculty. The Subcommittee normally includes at least two members of the GWSB Doctoral Committee and at least two faculty members who teach in the first-year core. The Committee solicits questions from GWSB doctoral committee members and faculty participating in the core classes over time, as well as other research-active faculty in the GWSB. The Qualifying Examination Committee uses this input to prepare the examination.

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1 A student who uses STAT 201 and STAT 202 to satisfy the statistics sequence should demonstrate – by either prior graduate coursework or additional coursework in the first year – graduate level facility with applied statistical modeling. Courses such as FIN 271: Financial Modeling and Econometrics, ECON 277: Laboratory in Applied Econometrics, STAT 214: Applied Linear Models, MGT 207: Applied Forecasting and Time-Series Analysis satisfy this requirement.
• The qualifying exam is offered annually on or about June 1. Under most circumstances, the Qualifying Examination Committee reports examination results within one month.

Qualifying Examination Content

• Critical skills and concepts: Students should be made aware of the critical skills and concepts to be tested in the qualifying examination (e.g., basic microeconomic theory, philosophy of science, research design, fundamental statistical concepts, theories of contracting, theories of the firm).

• The qualifying examination is not intended to duplicate final examinations in the core courses. Instead, it is intended to assess:
  o Whether the student has fundamental understanding of topics addressed in the core curriculum;
  o Whether the student is able to integrate knowledge across core courses; and
  o Whether the student is able to apply knowledge learned in the core curriculum to address research questions of interest to academics.

• The exam tests abilities to
  o execute applied analysis
  o think conceptually
  o integrate concepts.

• Examiners can, but are not required to, provide alternative questions to accommodate students who substitute courses with comparable content to satisfy core curriculum requirements (e.g. Econ 301; 302; 375; 376, etc.). In any case, qualifying exams will be constructed such that students who take approved substitutes for the core courses will not be disadvantaged.

Qualifying Examination Evaluation:

• The Qualifying Examination Committee distributes completed examinations to the appropriate faculty for blind evaluation. All questions must be graded by at least two readers. At least one reader is normally an instructor of the relevant core course.

• Reader evaluations are distributed to the qualifying examination committee, which assigns one of the following grades:
  o Pass with distinction
    ▪ Student performed exceptionally on all parts of the exam
  o Pass
    ▪ Student performed satisfactorily on all parts of the exam
  o Conditional pass
Student performed unsatisfactorily on less than half of the exam; the committee requests remedial action to address shortcomings. The scope of remedial actions is at the discretion of the examination committee. Conditional pass students who fail to satisfy the conditions within the timeframe established by the committee receive a grade of “Fail” on the examination.

- **Fail**
  - Student performed unsatisfactorily on most of the exam, or failed to satisfy the conditions associated with a conditional pass within the allotted timeframe.
  - Failing students can retake the exam the following year.

Students who pass, with or without conditions, progress toward satisfying the study plan and summer paper requirements. The qualifying examination committee, when deciding details of a conditional pass, should remain aware of the summer paper, study plan, and second year requirements.

Students cannot teach until they have passed the qualifying examinations.

### V. Faculty Advisory Group and the Field of Study

After passing the qualifying examination, the candidate formally declares a field of study and identifies and seeks the advice and support of a faculty advisory group, which consists of three or more full-time GW faculty who advise and monitor the student’s progress. The advisory group can impose requirements beyond those specified in this document.

The field of study corresponds with either a GWSB department or an identifiable group within a department or the school with a critical mass of research-active faculty. The GWSB Doctoral Committee approves the field of study during the study plan review process.

The faculty advisory group consists of at least three full-time GW faculty. Otherwise, advisory group members can be of any rank or tenure status and may or may not be affiliated with the candidate’s home department, *but all advisory group members must be research active with expertise in the declared field of study*. One member of the group is designated the primary advisor. The primary advisor must be a tenured full-time GWSB faculty member. The advisory group may change during the candidate’s time in the program, but such changes require approval by the GWSB Associate Dean for Research and Doctoral Studies. An advisory group with the specified profile must be maintained after the first year and then continuously throughout the candidate’s time in the program. The composition of the faculty advisory group is reviewed and approved by the Doctoral Committee in conjunction with study plan reviews and periodic reviews of student progress. Advisory group members should not have conflicts of interest with the student such as would arise from a supervisory or business relationship or a personal relationship outside the university.
VI. Summer paper requirement

All students submit a research paper to be evaluated by the Doctoral Committee during their second fall semester as part of the study plan process. The manuscript may be co-authored with one or more members of the faculty providing that the student is a significant contributor to the manuscript. In all cases, the student must find a research-active GW faculty member to provide advice regarding suitable target journals and their writing style requirements as well as appropriate suggestions regarding the scope and suitability of the topic. The manuscript, which is targeted ultimately for submission to an academic journal or conference, must also be presented formally at a research workshop presentation to first year students, interested faculty, and other second year students, during the year of submission. Under extenuating circumstances, students who are unable to present their papers at the annual workshop may defer their presentations to the following year or else present their papers at a departmental research workshop. The Doctoral Committee evaluates the paper, provides feedback, and decides whether the submission meets the minimum standards. (updated 2/09 & 12/09)

VII. Study Plans

The study plan is prepared with the guidance of research-active faculty advisors, and submitted by September 30 following the successful completion of the qualifying exam. Study plans are reviewed and approved by the GWSB doctoral committee. The following general guidelines are used to prepare and evaluate the study plan.

- Students take a minimum of 48 credits during their doctoral program (including core courses and the summer paper). Up to 12 credit hours can be waived, without substitution, with the permission of the GWSB doctoral committee, for students who come to the program with unusual expertise in their declared field of study or in a core area. For example, a student with doctorate in statistics would normally be waived out of the core requirement to include doctoral level statistics courses in the study plan. (updated 2/09)

- Students are required to take at least five doctoral level courses beyond the core requirements in the program, including at least one doctoral course outside their field of study. Independent studies or directed reading courses do not satisfy these requirements. Each of these five courses must be taken for a letter grade.

- Students are encouraged to teach at least one section of a course during the third or fourth year in the program.

The study plan includes the following, at a minimum:

- The declared field of study.
- Evidence that the candidate satisfied the core course requirements.
- Evidence that the candidate passed the first year qualifying examination.
• A statement of how and when the candidate intends to satisfy coursework requirements beyond the core. Evidence that such courses are in fact doctoral level experiences should also be included for independent studies and for coursework outside the GWSB.
• A statement describing whether, how, or when the candidate intends to teach.
• A statement describing the timing and format of the comprehensive evaluation.
• A copy of the summer paper.
• Designation of a faculty advisory group of no less than three research-active GWSB faculty with expertise in the declared field of study.
• A statement from the candidate’s advisory group indicating both approval of the study plan and intent to advise, support, and monitor the candidate’s progress throughout the program.
• Signature of at least one member of the doctoral committee other than a member of the advisory group indicating review of the plan for completeness.

VIII. Comprehensive Evaluations

• After the student completes the field coursework, as listed in the study plan, the faculty advisory group administers a comprehensive evaluation. A full-time, research-active faculty member in the student’s field, who is not a member of the student’s advisory committee, is assigned by the doctoral committee to read or otherwise form and offer an opinion regarding the comprehensive evaluation. If the comprehensive evaluation includes an oral presentation, then the outside member will be present at such presentation.
  o The comprehensive evaluation establishes the student’s mastery of the current and classic literature of the chosen field.
  o The comprehensive evaluation format and expected date of completion is indicated in the study plan.
  o A signed communication to the doctoral office from the student’s advisory committee and the outside member indicates that the student has successfully completed the comprehensive evaluation. At this point, the student is considered a doctoral candidate and may form a dissertation committee and develop a proposal.

• The faculty advisory committee notifies the doctoral office regarding completions of the comprehensive evaluations. Thus, there is no formal GWSB policy regarding a “failure” to pass the field comprehensive evaluation. The timeframe set by the doctoral committee forms the mechanism by which the GWSB limits the time to completion of the comprehensive evaluations.

• The format of the field comprehensive evaluation is at the discretion of the advisory committee, subject to approval by the doctoral committee when evaluating the study plan.
**IX. Dissertation Process**

Immediately following the completion of field comprehensive evaluations, students should choose an Advocate and a Research Advisory Committee to guide the dissertation process. The following procedures apply:

- At least 45 days before the dissertation proposal defense, the student forwards to the doctoral office, for review and approval, the “Proposal/Dissertation Examining Committee Approval form” with the signatures of the Research Advisory Committee members and the two research-active individuals who have agreed to serve as outside examiners. The outside examiners should have a general knowledge of the student’s field, and should not be untenured faculty members in the department of the advocate. Dissertation committee members should not have conflicts of interest with the student such as would arise from a supervisory or business relationship or a personal relationship outside the university. Duties and responsibilities of each of the members of this committee are specified in Appendix I.

- Prior to proposal defense, students should not approach outside examiners to discuss the proposal. However, such interaction is permitted after the proposal defense and prior to the dissertation defense.

- The members of the student’s Research Advisory Committee must sign a “Proposal Defense Request form” before the student is permitted to schedule a proposal defense. Signing this form indicates that the Research Advisory Committee member has read the proposal and has judged the student is ready to defend their proposal. *Signing the proposal defense request form does not indicate a commitment to pass the student.* No less than three weeks prior to the scheduled proposal defense date, the student must submit the signed Proposal Defense Request form and two bound copies of the proposal to the Doctoral Office.

- No less than four weeks prior to dissertation defense, the members of the Research Advisory Committee sign the "Dissertation Defense Request" form. Signing this form indicates that the Research Advisory Committee member has read the student’s dissertation and has judged that the student is ready to defend. *Signing the dissertation defense request form does not indicate a commitment to pass the student.* Two copies of the dissertation should accompany a request to schedule the dissertation defense.

- **No less than three months must transpire between the proposal defense and the final dissertation defense.**

**Human Research Requirements**

Students planning to conduct research at GWU using human subjects must obtain Institutional Review Board approval before collecting data. Contact: Office of Human Research, [www.gwumc.edu/research/human.htm](http://www.gwumc.edu/research/human.htm); 202-994-2715
Style and Format of Dissertations

The APA or Turabian Manuals of Style are recommended, but not required, to prepare the dissertation.

Dissertation Timeline Summary

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection of the research advisory committee</td>
<td>Immediately following completion of all comprehensive examinations</td>
</tr>
<tr>
<td>Submit to Doctoral Office &quot;Proposal/Dissertation Examining Committee Approval form&quot; for review and approval</td>
<td>No less than 45 days prior to defense</td>
</tr>
<tr>
<td>* File &quot;Proposal Defense Request&quot; form and two copies of dissertation proposal with Doctoral Office</td>
<td>Upon approval of draft proposal by Research Advisory Committee</td>
</tr>
<tr>
<td>* Deliver copies of the proposal to the Research Advisory Committee members and external examiners</td>
<td></td>
</tr>
<tr>
<td>Proposal defense</td>
<td>No less than three weeks after filing &quot;Proposal Defense Request&quot; form and delivering copies to Committee and external examiners</td>
</tr>
<tr>
<td>Complete dissertation</td>
<td>Following successful proposal defense</td>
</tr>
<tr>
<td>* File &quot;Final Dissertation Acceptance Request&quot; form with Doctoral Office</td>
<td>Upon approval of dissertation by Research Advisory Committee</td>
</tr>
<tr>
<td>* Deliver two copies of the dissertation to the Doctoral Office</td>
<td></td>
</tr>
<tr>
<td>* File Graduation Application*</td>
<td></td>
</tr>
<tr>
<td>* Abstract of dissertation</td>
<td></td>
</tr>
<tr>
<td>* Distribute copies of dissertation to Research Advisory Committee members and external reviewers</td>
<td></td>
</tr>
<tr>
<td>Dissertation Defense</td>
<td></td>
</tr>
<tr>
<td>* At least three months since date of proposal defense</td>
<td></td>
</tr>
<tr>
<td>* Four weeks after filing &quot;Final Dissertation Acceptance Request&quot; form</td>
<td></td>
</tr>
<tr>
<td>* By end of March for May graduation</td>
<td></td>
</tr>
<tr>
<td>* By end of May for August graduation</td>
<td></td>
</tr>
<tr>
<td>* By end of November for January graduation</td>
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</tbody>
</table>
Electronic submission of dissertation

Prior to being cleared for graduation, the candidate must submit a final electronic copy of the dissertation to the GW Electronic Thesis and Dissertation (ETD) site, www.gwu.edu/~etds. Through this site, the dissertation will be sent to ProQuest/Microfilms, http://dissertations.umi.com/gwu/.

X. Review, Progress Reports, and Criteria for Termination of Students

Fourth Year Review

Students submit progress reports by September 30 following three complete years in the program. The progress report is used by the doctoral committee to evaluate the candidate’s progress. The progress report includes the following at a minimum.

- A statement regarding the status/disposition of the summer research paper.
- Evidence that the student has completed the coursework and other requirements specified in the study plan, or if the candidate has not satisfied the study plan requirements, a description of how the candidate has, or intends to, remedy the circumstances to satisfy program requirements.
- Evidence that the candidate has passed the field comprehensive evaluation.
- A statement describing scholarly activities beyond the classroom.
- A plan indicating the expected time of the thesis proposal and the thesis defense.
- A statement from the faculty advisory group, comprised of no less than three full-time research-active GWSB faculty, indicating approval of the plan and intent to advise, support, and monitor the candidate’s progress through the remainder of program.
- Signature of at least one member of the doctoral committee (other than a member of the advisory committee) indicating review of the progress report for completeness.

Fourth year progress reports must be reviewed by the doctoral committee as a whole. Upon review, the doctoral committee can either:

continue the candidate without reservation,

recommend specific action with resubmission of the progress report by the following October 15, or

if the report is a resubmission, then terminate the candidacy.
Expected Timetable for Doctoral Student Progress -- Summary

<table>
<thead>
<tr>
<th></th>
<th>Full-Time Students</th>
<th>Part-Time Students</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Complete core courses</strong></td>
<td>June 1 of first year</td>
<td>June 1 of second year</td>
</tr>
<tr>
<td><strong>Pass qualifying exams</strong></td>
<td>Summer after first year</td>
<td>Summer after second year</td>
</tr>
<tr>
<td><strong>Pass field comprehensive evaluations</strong></td>
<td>Fall/Spring of the third year</td>
<td>Fall of fourth year</td>
</tr>
<tr>
<td><strong>Defend dissertation proposal</strong></td>
<td>Third or fourth year</td>
<td>Fall of fifth year</td>
</tr>
<tr>
<td><strong>Defend final dissertation</strong></td>
<td>Fourth or fifth year</td>
<td>Sixth year</td>
</tr>
</tbody>
</table>

Termination Process

The Doctoral Committee reviews, deliberates and decides involuntary terminations. Termination procedures are initiated by the following circumstances.

- The student fails to complete the core course requirements during the allotted time.
- The student fails to submit a study plan.
- The student fails the qualifying exams twice.
- The student fails to submit a fourth year review.
- An unfavorable evaluation by the Doctoral committee at the fourth year review.
- The student fails the dissertation proposal defense twice.
- The student fails the final dissertation defense twice.
- The student has failed to complete their final dissertation defense by May 31 of their seventh year in the program.

Students can petition the GWSB doctoral committee to reconsider termination decisions. GWSB policy is that exceptions, including requests to extend beyond seven years, are granted infrequently and in unusual circumstances. Such petitions should include:

- a statement indicating the unusual circumstances
- a realistic plan to complete the program
- letters from three full-time research-active, faculty (at least 1 tenured) indicating ability and willingness to support the student, and that they have read the plan and find the plan feasible.
- at least one recommendation from a Doctoral committee member

The GWSB doctoral committee may or may not request the student to address the committee. The GWSB normally grants student requests to address the committee. The GWSB committee uses an anonymous majority vote to decide terminations and extensions.
XI. Tuition Structure

Tuition is paid each fall and spring semester the student is registered in the program. The tuition rate for each academic year (two semesters) is published annually in the University Bulletin (www.gwu.edu/~bulletin).

Tuition has neither a minimum nor a maximum during the time in the program.

In unusual circumstances – as examples, medical or family emergencies, or the pursuit of internship opportunities – a student may be granted one leave of absence during his/her time in the program for a period not to exceed one year. Leaves are granted by the Associate Dean for Research and Doctoral Studies after consulting with the student’s faculty advisory group and the SBGW Doctoral Committee.

XII. Applicability to Continuing Students

Students in the GWSB doctoral program currently, defined as students registered during or before the fall semester 2004, are exempt from the foregoing processes and requirements with the following exceptions:

- Students who do not have an approved examining committee by April 1, 2005, are subject to the dissertation process described in section IX of this document.

- Extension requests received after April 1, 2005, are reviewed according the termination process described in section X of this document.
Appendix I: Doctoral Dissertation Committee

GWSB doctoral dissertation committees consist of not less than six members. At least three members comprise the Dissertation Research Advisory Committee, and at least two members are designated outside examiners. Finally, a representative of the Committee on Doctoral Studies, selected by the Associate Dean for Research and Doctoral Studies, presides at the proposal defense and final dissertation defense meetings.

Dissertation Research Advisory Committee

The dissertation is guided by the Dissertation Research Advisory Committee, which consists of three members: the chairperson and two additional members. Additionally,

- the chairperson (advocate) must be a full-time, research-active GWSB faculty member with expertise in research area addressed in the thesis;
- the two additional committee members may be chosen from among the research-active GWSB faculty, other University departments, or, if approved by the Associate Dean for Research and Doctoral Studies, from another university, a government agency, or industry;
- non-academician committee members are expected to be acknowledged experts in the subject matter of the dissertation and must possess doctoral credentials;
- at least one of the committee members must be a full-time member of the faculty of department that houses the student's field.

Responsibility of Dissertation Research Advisory Committee

The Dissertation Research Advisory Committee members act as consultants to the student in the design, implementation, and interpretation of the work that will make up the dissertation proposal and final dissertation, participate in the committee and defense meetings, approve the dissertation proposal, and approve the final version of the dissertation after the student defends it.

Designated Positions and Duties

Chairperson (Advocate)

The chairperson is usually a faculty member in the student's program area with specific expertise in the field of scholarship related to the student's dissertation topic. The chairperson

- serves as the student's primary advisor during the entire dissertation process;
- works with the student to identify the two additional committee members;
- leads the Dissertation Research Advisory Committee;
- acts as the liaison between the student, the program, the department, and the Graduate School;
- offers guidance in the structure, content, and methodology of the dissertation;
- ensures that the student is cognizant of the applicable GW and GWSB standards for the dissertation manuscript, including requirements for studies using Human Subjects
• reviews all oral and written materials to be presented to the other committee members and serves as first reader on the dissertation;
• along with the student is responsible for scheduling the date and time of the defense with the other members of the Research Advisory Committee and the two outside examiners; and
• ensures that the required modifications identified in the defense are made to the proposal and the final dissertation.

Additional Members of the Dissertation Research Advisory Committee
The committee members should be selected on the basis of their relevant expertise for the dissertation (e.g., topic under study, methodology). These committee members
• review written material submitted by the student before each meeting,
• provide feedback and suggestions at meetings,
• consult with the student informally between meetings as needed,
• review and critique the final draft of the dissertation proposal and dissertation,
• notify the student of any major problems, and
• attend and offer final comments at the proposal and final dissertation defenses.

Outside Examiners
The two research-active external reviewers should at a minimum be knowledgeable about the topic of the dissertation, if not experts on that topic. Their role is to provide an objective critique of the dissertation proposal and final dissertation. As such, these reviewers are not involved in any way with preparation of the dissertation proposal, except to the extent that they review the content of the proposal when it is provided to them within the required pre-defense timeframe. After the proposal defense and prior to the final defense, the student is free to consult with the outside examiners. Outside examiners participate in both the proposal defense and the final defense.

Conflicts of Interest
Dissertation committee members should not have conflicts of interest with the student such as would arise from a supervisory or business relationship or a personal relationship outside the university.
Application Process

Application to the Ph.D. program is made online (www.gwu.edu/~gradinfo/Admission). (If you are unable to apply online, you may download the guidelines and application forms and mail the completed forms to the Ph.D. Office, 2201 G St., NW, Duques Hall 450, Washington, DC 20052.) On the application, applicants should specify the a) degree (Ph.D.); b) field of study (Business Administration); and c) concentration within field. A nonrefundable application fee is required. It is waived only for current GWU degree candidates, GWU graduates, McNair Program Scholars, and active duty military personnel.

COMPLETED APPLICATIONS AND ALL REQUIRED CREDENTIALS (including official Entrance Examination Scores) MUST BE RECEIVED BY JANUARY 15th PRIOR TO THE FALL SEMESTER OF THE YEAR IN WHICH ENROLLMENT IS TO BEGIN. THIS IS AN ABSOLUTE DEADLINE.

Financial Certificate (International Applicants)

The entire form must be completed and submitted along with other application materials. An application will not be considered complete until the Financial Certificate and the necessary verification documents have been received by the Ph.D. Office.

Detailed information for international applicants is available at http://gwired.gwu.edu/iso.

Transcripts

Applicants are required to provide one official transcript from each institution of higher education attended, including the George Washington University. Official transcripts are to be sent/delivered to the Ph.D. Program Office, 2201 G St., NW, Duques Hall 450, Washington, DC 20052. Graduates of foreign universities must submit notarized English translations of all transcripts.

Required Entrance Examinations

Applicants are required to take either the Graduate Record Examination (GRE--5246) or the Graduate Management Admissions Test (GMAT--QK4-4F-26). Scores may not be more than five years old.

English Language Requirement

Students from countries where English is not an official language and non-native English speakers are required to take either the Test of English as a Foreign Language (TOEFL) (Institutional Code 5246, Department Code 02) or the academic International English Language Testing System (IELTS). Exceptions may be made for applicants who hold a
degree from a university located in a country in which English is the official language and also the language of instruction at the university.

Minimum satisfactory TOEFL and IELTS scores are defined as follows:

TOEFL: 600 or above (paper exam), 100 or above (internet exam); 250 or above (computer exam)

IELTS: an overall band score of 7.0 with no individual band score below 6.0

**TOEFL and IELTS scores may not be more than two years old.**

**Letter of Intent (Statement of Purpose)**

The Letter of Intent should explain the reasons for seeking a Ph.D. in the specified concentration, describe how present objectives relate to previous life experiences, identify key long-range professional objectives, and supply members of the Doctoral Committee with any additional clarifying information the applicant considers important. The Letter of Intent must clearly indicate the specified concentration. The typical Letter of Intent is three to six pages, typed and double-spaced. However, a longer Letter of Intent is perfectly acceptable. The Letter of Intent, along with a resume, may be submitted online or sent directly to the Ph.D. Program Office, 2201 G St., NW, Duques Hall 450, Washington, DC 20052.

**Applicant Recommendation Forms**

Three completed Applicant Recommendation forms are required, preferably from former professors or others who are acquainted with the applicant's academic abilities and potential. If former professors cannot be contacted, other qualified persons, such as immediate supervisors, may be asked to respond. The three recommendation forms may be submitted online or sent directly to Ph.D. Program Office, 2201 G St., NW, Duques Hall 450, Washington, DC 20052.

**Fellowships**

Information on GWSB Ph.D. fellowships is available at [www.business.gwu.edu/grad/phd](http://www.business.gwu.edu/grad/phd), and information on fellowships available through the University is available at [www.gwu.edu/~fellows/fellows.html](http://www.gwu.edu/~fellows/fellows.html).
APPLICATION SUMMARY

Complete the online application (www.gwu.edu/~gradinfo/Admission). (If you are unable to apply online, you may download the guidelines and application forms and mail the completed forms to the Ph.D. Office, 2201 G St., NW, Duques Hall 450, Washington, DC 20052.

Have an official transcript from each institution of higher education attended, including the George Washington University, sent to the Ph.D. Program Office. Official GRE or GMAT scores should be sent directly to the Ph.D. Program Office. Official TOEFL or IELTS scores should be sent directly to the Ph.D. Program Office. Codes: GMAT: QK4-4F-26; GRE: 5246; TOEFL: Institutional Code 5246/ Department Code 02; IELTS: designate GWU/School of Business.

Submit your Letter of Intent (Statement of Purpose), resume, and three Applicant Recommendation forms online or send them directly to the Ph.D. Program Office. International applicants must include a completed Financial Certificate along with the necessary verification documents. Be sure to clearly specify the degree/field of study/area of concentration.

Please note that only applications and credentials packages complete by the January 15th deadline will be considered. A complete application includes (1) online application; (2) application fee; (3) official transcripts; (4) official GRE or GMAT scores; (5) official TOEFL or IELTS scores, if applicable; (6) Letter of Intent (Statement of Purpose); (7) three Applicant Recommendation forms; and (8) Financial Certificate and verification documents (international applicants). Allow at least four to six weeks for all of the application materials to reach the Ph.D. Program Office.

Incomplete Applications and Reapplication

Incomplete applications, as well as completed applications that were previously denied admission, are not automatically deferred to the next admission period. Files on applicants are maintained for one year from the application deadline for the admission period for which the applicant originally applied. An applicant may reapply for admission during that time by submitting a new application form, along with any materials that were missing from the original application, if applicable. If reapplication is made after a period of one year or if the applicant has attended another school in the interim, a new application fee is required and credentials must be resubmitted. (updated 12/09)