



Department of
MANAGEMENT
Clemson® University

Graduate Program Handbook

2024 – 2025

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2. Link to Graduate School Policy Handbook web page

<https://media.clemson.edu/graduate/website/files/pdfs/policyhandbook-fall2024.pdf>

3. Introduction

This Graduate Program Handbook is intended to provide a convenient source of information on the Management Department's policies and procedures with which all graduate students should be familiar. Notably, this handbook does **not** replace the General Graduate School Regulations, as specified in the Graduate School Policy Handbook. In fact, it is important to note that there may be cases where the policies in this Handbook differ from those of the Graduate School because the minimum standards for the University may be exceeded by those of the Management Department. In such cases, the policies in this Handbook apply to students seeking a graduate degree from the Department of Management. **It is the graduate student's responsibility to become familiar with and comply with all policies, procedures, and regulations pertaining to graduate study.** We also strongly encourage students to familiarize themselves with the various Graduate School forms and deadlines, as these are especially important to maintaining timely progress through a program.

4. Overview of programs

a. Goals and learning objectives

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: The PhD program provides an in-depth study at the intersection of technology and operations covering theoretical foundations, emerging research trends, and advanced technologies. The goal of the program is to prepare students to develop expertise in quantitative research methodologies, to conduct high-impact research in information systems and supply chain management, to publish in top-tier academic journals, and to secure faculty positions at research-focused universities. Attainment of these goals in the program are primarily measured via performance in coursework, comprehensive exam performance, the quality of the dissertation, and placement at research-oriented institutions.

PhD Business Administration - Executive Leadership: These students are required to have substantial managerial experience prior to joining the program. The overarching goal of the program is for the student to develop mastery of leadership subject content (i.e., strategy, organizational behavior, entrepreneurship), and to develop advanced research techniques to make valued contributions to the body of knowledge in leadership that applies to industry or academic settings. Attainment of these goals is primarily measured by performance in coursework, and the methods and comprehensive exams, and the caliber of the dissertation.

MS Management in Sports Business and Analytics: The goal of this program is to provide a balance of business management concepts and data analytics as related to the industry of amateur and professional sports. This balance helps ensure that our graduates will have the foundational knowledge of business precepts to meaningfully engage with sports business managers and executives. Furthermore, the analytics emphasis will ensure that they have a comprehensive understanding of data mining, data cleaning, data storage, and prescriptive and predictive analytics that modern sports organizations now require for competitive advantage. Goal attainment is primarily assessed by performance in coursework.

b. What graduates typically do:

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Graduates may pursue faculty positions at colleges and universities, preferably research-oriented ones, or pursue industry research positions (in R&D, management science, analytics, or operations roles)

PhD Business Administration – Executive Leadership: Graduates may pursue faculty positions at colleges and universities or remain in industry to utilize advanced research techniques in their current roles as executive leaders.

MS Management in Sports Business and Analytics: The program is designed for students desiring to work in the sports business as an analytics professional, a sports business professional, agent, athletic director, or a sports executive. The degree focuses on business and managerial concepts as they relate to operational, financial, legal, and ethical activities. Furthermore, the degree allows students with analytical skills, rather than physical talent, to participate in the sports business by becoming analytics professionals. The typical graduate will be competent in transforming data into information that impacts decision-making in a sports environment. Ultimately, the graduates of this program will have the requisite skill sets to communicate analytic processes and results so that their decisions are evidence-based, persuasive, and clearly understood by the audience.

- c. Approved locations, modalities of delivery, etc.

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Most classes/seminars are typically face-to-face on the Clemson campus.

PhD Business Administration – Executive Leadership: Classes are held live, virtually with 9 face-to-face residencies (2-3 days in length) throughout the year.

MS Management in Sports Business and Analytics: Classes are in-person, online, and hybrid with a 75% in-person course delivery due to federal regulations for international student participation.

- d. Cohort information:

MS Management in Sports Business and Analytics: The initial cohort will have a maximum of 30-40 students. It is expected that there may be an increase in demand as the program evolves. As such, the program can only expand as instructional resources are available to deliver the curriculum.

- e. Basic program metrics- typical time to degree, % students who graduate, other useful information as desired by program

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Typical time to degree is 4 to 6 years.

PhD Business Administration – Executive Leadership: Typical time to degree is 3 years.

MS Management in Sports Business and Analytics: The full-time program is designed to be a summer-to-summer schedule, with completion within 15 months. Part-time students are expected to complete the program in 2 years.

- f. Contact information and description of key support services, administrative offices, (program coordinator, professional advisor, support staff, professional or student organizations if present etc.)

Graduate Programs Coordinator: Dr. Wayne Stewart, 412A Wilbur O. and Ann Powers Hall, waynes@clemson.edu.

Director, PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Dr. Aadhaar Chaturvedi, 412E Wilbur O. and Ann Powers Hall, aadhaac@clemson.edu.

Director, Executive Leadership PhD Program: Dr. Kristin Scott, 412N Wilbur O. and Ann Powers Hall, execphd@clemson.edu

Director, MS in Sports Business and Analytics: Dr. David Peyton. 416D Wilbur O. and Ann Powers Hall, dpeyton@clemson.edu, (405) 308-2508.

- g. Information on an advisory board or similar steering group

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: A Graduate Programs Committee, comprising four tenured or tenure-track members elected by the Management faculty, plus a chairperson, the Graduate Coordinator of the Department of Management, who is appointed by the Department Chair, 1) implements admission standards, curriculum actions, and operating policies and procedures approved by the faculty for all graduate programs administered by the Department, and 2) monitors the progress of graduate students toward their degrees, and recommends appropriate actions to the students' graduate committees and to the Department Chair.

PhD Business Administration – Executive Leadership: An Advisory Council that is appointed by the Department Chair, 1) implements admission standards, curriculum actions, and operating policies and procedures approved by the faculty for all graduate programs administered by the Department, and 2) monitors the progress of graduate students toward their degrees and recommends appropriate actions to the students' graduate committees and to the Department Chair.

5. Admission requirements where they differ from University requirements, particularly expectations related to prior experiences.

- a. Clearly separate out requirements from desirable characteristics, and clearly state whether GRE or other standardized test is required. The Graduate School does not require any standardized test for admission.

PhD Business Administration - Specialization in Information Technology and Supply Chain Management:

- Bachelor's or master's in business, engineering, economics, or related fields with a minimum GPA of the undergraduate degree of 3.0/4.0, and a minimum of the graduate degree of 3.5 GPA.
- GMAT above 600 or equivalent GRE score.

- English TOEFL 85 or equivalent with IELTS (This is waived if your country's primary language is English, or your bachelor's or master's degree was earned through instruction in English).
- Statement of Purpose outlining research interests and career goals.
- Academic Transcripts.
- Two Letters of Recommendation from faculty familiar with the applicant's research potential.
- Resume/CV with relevant academic and industry experience. Industry experience is desired.

PhD Business Administration – Executive Leadership: Extensive industry and managerial experience, distinguished academic record with a master's degree or higher from an accredited university, statement of purpose, mandatory participation in research workshop – GMAT, GRE or other standardized test is NOT required. Per Clemson University policy, no faculty of the rank of instructor or higher in the Management Department may be considered for this program. Only one acceptance per cohort is available to Clemson employees.

MS Management in Sports Business and Analytics: Students are required to submit unofficial transcripts with an undergraduate academic performance GPA of 3.0 or better. In addition, each student will be required to submit 2 letters of recommendation and a personal letter with a statement of purpose. International students will be required to provide documentation directed by federal law and guidelines.

b. Limits of admissions, dates typical offers made, etc.

PhD Business Administration - Specialization in Information Technology and Supply Chain Management:

Apply for fall admission – January 15 deadline; exceptional candidates can be reviewed early at request.

Students admitted and assistantship offered (round 1) – March 15

Orientation – First week of fall semester

PhD Business Administration – Executive Leadership:

Early decision – October 1 deadline

Students admitted November 15

Regular decision – Feb 1 deadline

Students admitted March 15

Orientation – First week of fall semester

MS Management in Sports Business and Analytics:

Apply for fall admission – January 15 deadline

Students' approval letters for admission delivered – February 15

Orientation – First week of summer semester

c. Program-specific typical support mechanisms (if any) for students to be aware of and how to access them

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Students are only admitted with assistantships.

No assistantships provided for MS students, or for PhD Business Administration – Executive Leadership students.

- d. Explanation of any program-specific fees/equipment unique to program

PhD Business Administration - Executive Leadership: Students pay full tuition, which is \$167,000 if completed in three years plus travel and lodging for residencies. After three years, if the student has not completed the program, the students will have to pay the full tuition rate per 3 credit hours (\$6185.22) per class per semester (9 dissertation credit hours each spring, summer and fall semester are required for a total of \$18,555.67 per semester) until completion of the program.

- e. If program is more restrictive in transfer credits than GS, should be specified – N/A
- f. Information about typical levels or methods of student support

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Graduate assistant stipends include a salary of \$40,000 per year, waiver of tuition and most fees, and health insurance. Additionally, students with meritorious performance are eligible to be considered for an annual fellowship.

6. Requirements for degree, along with rubrics or details of assessment for each, and standards of performance

- a. Minimum degree requirements, including but not limited to:

- i. credit hours required, including minimum research credits if applicable

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: At least 48 hours of course credit hours, and at least 18 credit hours dissertation.

PhD Business Administration – Executive Leadership: At least 48 hours of course credit hours, and at least 18 credit hours dissertation.

MS Management in Sports Business and Analytics: At least 36 hours of course credit hours.

- ii. programs of study (including core courses, specializations or cognates if applicable)

PhD Business Administration – Specialization in Information Technology and Supply Chain Management

YEAR 1

Fall Semester:

- MGT 9250 – Seminar in Information Systems: Research Foundations
- ECON 8060 – Econometrics I (*ECON 6050 Intro to Econometrics + ECON 6051 Intro to Econometrics Labs*) [OR *ECON 6060 if offered*]
- One Programming Course (Choose one):
 - CPSC 6300 – Applied Data Science
 - CPSC 6430 – Machine Learning
 - IE 6910 – Python for Machine Learning
 - MGT 8640 – Programming for Data Science
 - DSA/MGT 8590 Advanced Data Analytics

Spring Semester:

- MGT 9410 – Seminar in Supply Chain and Operations Management: Research Foundations
- ECON 8070 – Econometrics II
- MGT 9190 – Seminar in Advanced Quantitative Methods in Management Research

Summer:

- MGT 8990 – Special Topics Research Paper (*6 credit hours*)
Requires a pass upon review of summer paper and presentation in the following Fall semester

YEAR 2

Fall Semester:

- MGT 9240 – Seminar in Theory Building in Management Research
- MGT 9280 – Seminar in Advanced Business Analytics Research
- Elective Course (*approved by the faculty advisor*)

Spring Semester:

- MGT 9420 – Seminar in Service Science
- Choose 1 of the following:
 - ECON 8080 – Econometrics III
 - ECON 9090 – Time-Series Econometrics
 - ECON 9000 – Causal Inferences
- Elective Course (*approved by the faculty advisor*)

Summer:

- MGT 8910 – (for Summer Paper) (*6 credit hours*)
- *Requires a pass upon review of summer paper and presentation in the following Fall semester*

YEAR 3 & Beyond

Fall Semester:

- MGT 9160 – Directed Reading (*Preparing for comprehensive exam*)
- Elective Course

Spring Semester:

- MGT 9160 – Directed Reading
- Comprehensive Exam (Required)
- Elective Course (*approved by the faculty advisor*)

Summer & Year 4+:

- MGT 9910 – Doctoral Dissertation Research (*Minimum 18 credit hours*)
- Dissertation Proposal Defense & Final Defense

EXECUTIVE LEADERSHIP (EXLE) PhD PROGRAM

YEAR 1

Fall Semester:

- **MGT 9050** Research Methods I
- **MGT 9330** Seminar in Strategic Management
- **MGT 9080*** Advanced Research Methods Topics (Qualitative Methods)

Spring Semester:

- **MGT 9060** Research Methods II
- **MGT 9370** Seminar in Organizational Theory
- **MGT 9310** Seminar in Organizational Behavior Research Foundations

Summer:

- **MGT 9390** Advanced Research Methods Topics
- **MGT 9320*** Seminar in Organizational Behavior Contemporary Topics: Leading Teams
- **MGT 9080*** Advanced Research Methods Topics: Data Analytics Research Methods Qualifying Exam (Required)

YEAR 2

Fall Semester:

- **MGT 9320*** Seminar in Organizational Behavior Contemporary Topics: Social Influence
- **MGT 9090** Seminar in Strategic Management: Contemporary Topics: Leading Organizations
- **MGT 9160*** Directed Readings in Management – Advanced Research Practicum I

Spring Semester:

- **MGT 9350** Seminar in Entrepreneurship: Leading Entrepreneurial Initiatives
- **MGT 9340*** Advanced Leadership Topics: Leading the Self
- **MGT 9160*** Directed Readings in Management: Advanced Research Practicum II

Summer:

- **MGT 9090*** Advanced Leadership Topics: Leading Across Cultures
- **MGT 9080*** Advanced Research Methods Topics
- **MGT 9160*** Directed Readings in Management: Advanced Research Practicum III

*Denotes variable credit courses

Qualifying comprehensive exams (Required)

YEAR 3 THEREAFTER TO DEGREE COMPLETION:

MGT 9910 Doctoral Dissertation Research (minimum 18 hours but continuing full-time enrollment of nine credit hours per spring, summer and fall semesters through dissertation proposal defense and until final oral dissertation defense) are required to remain enrolled in this program.

Final Dissertation Defense

- iii. thesis/non-thesis option – N/A
- iv. time limits (if different from graduate school policy) – N/A
- v. Residency requirement if different from graduate school policy –

PhD Business Administration – Executive Leadership: must complete 9 in person residencies (2-3 days in length) per year.

Residency Schedule

Pre-Program	
Mid-July	Bootcamp
Mid-Aug	Welcome/Orientation
Fall	
Sept	Residency 1
Oct	Residency 2
Nov	Residency 3
Spring	
Jan	Residency 1
Mar	Residency 2
April	Residency 3
Summer	
May	Residency 1
June	Residency 2
July	Residency 3

MS Management in Sports Business and Analytics provides a balanced curriculum of both business courses comparable to MBA level coursework, as well as Data Science and Analytics courses. Sports specialization will include two courses formulated to introduce the Sports Business to the students (6 credit hours), Legal Foundations in Sports (3 credit hours), and a Sports Business Project (3 Credit hours).

MS MANAGEMENT IN SPORTS BUSINESS AND ANALYTICS PROGRAM OF STUDY (Typical Progression)

Summer 1

- **MGT 8410 Business of Sports I** (3 credit hours)
- **MGT 8420 Business of Sports II** (3 credit hours)

Fall 1

- **MGT 8090 Organizational Behavior & Human Resource Management** (3 credit hours)
- **DSA 8660 Data Management and Warehousing** (3 credit hours)
- **MBA 8390 Business Negotiations and Legal Dispute Resolution** (3 credit hours)

- **MGT 8280 Analytics Bootcamp** (3 credit hours)

Spring 1

- **MGT 8590 Advanced Data Analytics** (3 credit hours)
- **MBA 8700 Strategic Management** (3 credit hours)
- **MGT 8690 Project Management** (3 credit hours)
- **MGT 8430 Legal Foundations in the Business of Sports** (3 credit hours)

Summer 2

- **MGT 8440 Business of Sports Project** (3 credit hours)
- **MBA 8080 Business Data Analytics and Visualization** (3 credit hours)

vi. Foreign language requirement, if any – N/A

vii. sample timetable of student progress

PhD in Information Technology and Supply Chain Management: Years 1 and 2, including summers, are coursework, followed by a comprehensive exam during summer at the end of the 2nd year, and then typically three years completing the dissertation.

PhD Business Administration – Executive Leadership: Years 1 and 2 (including summer sessions) are coursework, methods-based comprehensive exam after one year of coursework, comprehensive exam covering full range of topics completed after two years of coursework, and typically a year to complete a dissertation.

- Details of forming or modifying an advisory committee (if diverging from typical in policy handbook) – N/A
- Preliminary exam (if required) and details of exam – N/A
- Comprehensive exam details, expectations and options

GENERAL STATEMENT ON COMPREHENSIVE EXAMS:

The comprehensive exam is a major milestone in pursuing a doctoral degree. Successfully passing the comprehensive exam requires that students provide evidence of their depth and breadth of content in their field, as well as demonstrate a thorough understanding of the methodological skills in order to publish, teach and engage in other forms of professional practice in the discipline. Performance on the exam may result in a grade of pass, conditional pass, or failure. In the case of a conditional pass, the student will be required to re-write the portions of the examination that are of concern to the examining committee. The student will not be admitted into candidacy for the degree until the committee is satisfied that the student has mastered the material. In the case of a failure, the student may be given a second opportunity if so recommended by the examining committee. Students who fail a comprehensive examination twice are ineligible to receive the PhD in Business Administration at Clemson University.

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Comprehensive exam after two years of coursework consists of written exams (*breadth, depth, and methods*) and one-week take-home research critique/proposal.

PhD Business Administration – Executive Leadership: Methods-based comprehensive exam after one year of coursework; Comprehensive exam after two years of coursework covering the following topics, from 8:30 am – 4 pm daily:

- Friday: Teams/Social Influence
- Saturday: OB/Leadership
- Sunday: Strategy/Entrepreneurship/Cross Culture

Exam Protocol

Comprehensive exams will take place the same weekend as Orientation – typically the 3rd weekend in August. The exam is “closed book,” but students will be able to use a printed out copy of an 8x11 blank page of paper with notes. Students must sign up for Lockdown Browser, as no access to the internet will be allowed during the examination. Lockdown Browser mode will not only disable internet access but will flag unusual “movement” that might suggest the student is using another computer or additional materials. Work with CCIT to troubleshoot issues BEFORE the exam. Students may take breaks to eat, stretch or use the restroom.

Students will declare a “major” area which is in line with their intended dissertation topic. For example, if a student plans to develop a research model and conduct a study in the area of strategic leadership, s/he must take the strategy/entrepreneurship/cross culture exam. Students will then declare a secondary focus area. In this example, the student ‘majoring’ in strategy then picks either teams/social influence or OB/leadership to take as their second exam question. Students must inform the program director BEFORE the examination which two exams they plan to take so they are given permission to access.

Comprehensive Exam Grading and Outcome Criteria

Each major and minor area question is scored by at least two members of the faculty Advisory Council using the following 4-point rating:

- **1 = unacceptable performance**
- **2 = marginal performance**
- **3 = good performance**
- **4 = exceptional performance**

Exam Outcomes

There are three possible outcomes for the comprehensive exam: **pass**, **conditional pass**, or **failure**. These outcomes are based on the scores for each of the two exam questions.

Criteria for a Pass

A **pass** indicates that the student has successfully fulfilled the comprehensive exam requirement. To receive a grade of pass the student must score **3.0 or better** on **BOTH** questions.

Criteria for a Conditional Pass

A **conditional pass** indicates that the student has marginally met expectations in their exam performance. To receive a conditional pass the student must score **2.0 on BOTH** questions.

e. Expectations for thesis/dissertation (if applicable)

i. Proposal format/expectations/ formal approval process

For PhD Business Administration - Specialization in Information Technology and Supply Chain Management:

- Proposal defense is required before dissertation work begins.
- Students must submit a dissertation manuscript suitable for publication.
- Final Defense presented to faculty & peers.

ii. Applicable style manual if specified – N/A

iii. If the program requires submission of a printed copy of thesis/dissertation then clearly list the requirement/parameters of the requirement.

Same as Graduate School requirement.

f. Requirements (internship, coop, travel to foreign countries, expenditures, licensures, uniforms, equipment, dress code, certifications, etc.)

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: N/A

PhD Business Administration – Executive Leadership: student expenditures consist of cost of travel and lodging for the 9 in-person residencies (2-3 days in length) per year.

g. Annual review of progress (mandatory for GAs, strongly recommended for all)

PhD Business Administration - Specialization in Information Technology and Supply Chain Management:

- Faculty reviews student progress each year.
- Students must demonstrate:
 - Satisfactory coursework completion.
 - Engagement in research.
 - Meeting program milestones (comprehensive exam, dissertation progress).
 - In years 3 + satisfactory teaching.

PhD Business Administration – Executive Leadership:

- Faculty Advisory Council reviews student progress each year.
 - Students must demonstrate:
 - Satisfactory coursework completion.
 - Meeting program milestones (quantitative and comprehensive exam, dissertation progress).
- h. If more restrictive than general graduate school policy, clearly state expectations for academic performance (e.g., if you dismiss a student after one F or two Cs rather than 3.0 GPA)

PhD Business Administration - Specialization in Information Technology and Supply Chain Management: Students must maintain a GPA of 3.0 or higher. If a student receives a grade of F or a second grade of C in his or her courses, the Management Department Graduate Programs Committee, in consultation with the student's advisor, will assess the circumstances and render a decision concerning the dismissal of the student from the program.

PhD Business Administration – Executive Leadership: If a student receives a grade of F or a second grade of C in his or her courses, the Faculty Advisory Council, in consultation with the student's advisor, will assess the circumstances and render a decision concerning the dismissal of the student from the program.

MS in Management: Requires the maintenance of a minimum GPA of 3.0.

- i. If professionalism is expectation of performance, program must clearly describe professional requirements and expectations as part of academic expectations for degree; must describe how these requirements assessed or evaluated, and how communicated back to students. – N/A
- j. If program has higher expectations than grad school for graduate assistants, program handbook (or GA appointment letters) must clearly specify expectations and consequences of deviating from expectations – N/A
- k. Unusual attendance policies should be clearly communicated – N/A