Department of MANAGEMENT Clemson® University

Graduate Program Handbook

2025–2026

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1. **Link to Graduate School Policy Handbook**

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

2. **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.

3. Overview of programs

a. Goals and learning objectives

Executive Leadership Ph.D. concentration

Ph.D. Business Administration - Executive Leadership (EXEC): These students are required to have substantial managerial experience before 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, the methods and comprehensive exams and the caliber of the dissertation.

Other Ph.D. concentrations

Ph.D. Business Administration – Entrepreneurship: The Ph.D. program provides an in-depth study of entrepreneurship research, covering theoretical foundations, emerging research trends, and advanced applications. The goal of the program is to prepare students to develop expertise in quantitative and qualitative research methodologies, conduct high-impact research in entrepreneurship, publish in top-tier academic journals, and secure faculty positions at research-focused universities. The attainment of these goals in the program is primarily measured by coursework performance, comprehensive exam performance, the quality of the dissertation and placement at research-oriented institutions.

Ph.D. Business Administration – Organizational Behavior/Human Resources: The Ph.D. program provides an in-depth study of organizational behavior, leadership, and human resources research, covering theoretical foundations, emerging research trends, and advanced applications. The goal of the program is to prepare students to develop expertise in quantitative research methodologies, conduct high-impact research in organizational behavior, leadership, and human resources, publish in top-tier academic journals, and secure faculty positions at research-focused universities. The attainment of these goals in the program is primarily measured by coursework

performance, comprehensive exam performance, the quality of the dissertation and placement at research-oriented institutions.

Ph.D. Business Administration – Strategic Management: The Ph.D. program provides an in-depth study of strategic management research, covering theoretical foundations, emerging research trends, and advanced applications. The goal of the program is to prepare students to develop expertise in quantitative research methodologies, conduct high-impact research in strategic management, publish in top-tier academic journals, and secure faculty positions at research-focused universities. The attainment of these goals in the program is primarily measured by coursework performance, comprehensive exam performance, the quality of the dissertation and placement at research-oriented institutions.

Ph.D. Business Administration – Management Information Systems and Supply Chain: The Ph.D. 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, conduct high-impact research in information systems and supply chain management, publish in top-tier academic journals, and secure faculty positions at research-focused universities. The attainment of these goals in the program is primarily measured by coursework performance, comprehensive exam performance, the quality of the dissertation and placement at research-oriented institutions.

M.S. in Sports Business and Analytics

The goal of this program is to provide a balance of business management concepts and data analytics related to the amateur and professional sports industry. 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

Executive Leadership Ph.D. concentration

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.

Other Ph.D. concentrations

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).

M.S. 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, an agent, an athletic director or a sports executive. The degree focuses on business and managerial concepts related 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.

Executive Leadership Ph.D. concentration

Classes are held live, virtually, with nine face-to-face residencies (2-3 days in length) throughout the year.

Other Ph.D. concentrations

Most classes/seminars are typically face-to-face on the Clemson campus.

M.S. 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

M.S. Management in Sports Business and Analytics: The typical cohort will have a maximum of 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

Executive Leadership Ph.D. concentration

Typical time to degree is 3 years.

Other Ph.D. concentrations

Typical time to degree is 3 years.

M.S. 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 support services

Graduate Programs Coordinator

Amy Ingram, Ph.D., 412J Wilbur O. and Ann Powers Hall, amyi@clemson.edu

Executive Leadership Ph.D. concentration

Director, Kristin Scott, Ph.D., 412N Wilbur O. and Ann Powers Hall, execPh.D.@clemson.edu

MIS & Supply Chain Management concentration

For questions about the Management Information Systems and Supply Chain Management Concentration, please contact Aadhaar Chaturvedi, Ph.D., at aadhaac@clemson.edu or visit 412E Wilbur O. and Ann Powers Hall.

M.S. in Sports Business and Analytics

Director, David Peyton, Ph.D., 416D Wilbur O. and Ann Powers Hall, dpeyton@clemson.edu, 405-308-2508

g. Advisory board or steering groups

Executive Leadership Ph.D. concentration

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 the Department Chair.

Other Ph.D. concentrations

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.

4. Admission requirements

Requirements specified below are those that differ from University requirements, particularly expectations related to prior experiences

The Graduate School does not require any standardized admission test.

Executive Leadership Ph.D. concentration

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.

Other Ph.D. concentrations

- 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.

M.S. 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 two 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.

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

Executive Leadership Ph.D. concentration

Early decision – Oct. 1 deadline
Students admitted on Nov. 15
Regular decision – Feb. 1 deadline
Students admitted on March 15
Orientation – First week of Fall semester

Other Ph.D. concentrations

Apply for fall admission – Jan. 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

M.S. Management in Sports Business and Analytics:

Apply for summer admission – Jan. 30 deadline
Students' approval letters for admission delivered – Feb. 15
Orientation – First week of Summer semester

b. Program-specific support mechanisms

Executive Leadership Ph.D. concentration

No assistantships are provided

Other Ph.D. concentrations

Students are only admitted with assistantships.

M.S. Management in Sports Business and Analytics:

No assistantships are provided.

c. Program-specific fees and equipment

Executive Leadership Ph.D. concentration

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 student 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 semesters are required for a total of $18,555.67 per semester) until completion of the program.

d. Typical levels or methods of student support

Other Ph.D. concentrations (not Executive Leadership)

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.

5. Degree requirements

Executive Leadership Ph.D. concentration

At least 48 hours of course credit hours and at least 18 credit hours dissertation.

Other Ph.D. concentrations

At least 48 hours of course credit hours and at least 18 credit hours dissertation.

M.S. Management in Sports Business and Analytics:

At least 36 hours of course credit hours.

6. Programs of study

a. Ph.D. in Business Administration Concentrations

Executive Leadership Ph.D. Concentration

Year 1

Fall Semester:

- MGT 9050 Research Methods I (3)
- MGT 9330 Seminar in Strategic Management (3)
- MGT 9390 Special Topics in Management Research (e.g., *Qualitative Approaches in Management Research*) (3)

Spring Semester:

- MGT 9060 Research Methods II (3)
- MGT 9370 Seminar in Organizational Theory (3)
- MGT 9310 Seminar in Organizational Behavior Research Foundations (3)

Summer:

- MGT 9390 Special Topics in Management Research (3) (e.g., *Research Design in Management Research*)
- MGT 9320 Seminar in Organizational Behavior Contemporary Topics (3) (e.g., *Leading Teams*)
- MGT 9080 Advanced Research Methods Topics (3) (e.g., *Meta-Analyses in Management Research*)
- Qualifying Exam: Research Methods (Required)

Year 2

Fall Semester:

- MGT 9320 Seminar in Organizational Behavior: Contemporary Topics (3) (e.g., *Social Influence, Creativity, and Innovation*)
- MGT 9090 Seminar in Strategic Management: Contemporary Topics (3) (e.g., *Leading Organizations*)
- MGT 9160 Directed Readings in Management (3) (*Advanced Research Practicum I.*)

Spring Semester:

- MGT 9360 Seminar in Entrepreneurship: Contemporary Topics (3) (e.g., *Leading Entrepreneurial Initiatives*)
- MGT 9090 Advanced Leadership Topics (3) (e.g., *Leading the Self*)
- MGT 9160 Directed Readings in Management (3) (*Advanced Research Practicum II.*)

Summer:

- MGT 9090 Advanced Leadership Topics (3) (e.g., *Leading Across Cultures*)
- MGT 9080 Advanced Research Methods Topics (3) (e.g., *Structural Equation Modeling in Management Research*)
- MGT 9160 Directed Readings in Management (3) (*Advanced Research Practicum III.*)
- Qualifying Exam: Comprehensive Exam (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) is required to remain enrolled in this program.
- Final Dissertation Defense:

i. Thesis/non-thesis option – N/A
ii. Time limits (if different from graduate school policy) – N/A
iii. Residency requirement if different from graduate school policy – Must complete nine in-person residencies (2-3 days in length) per year

Residency Schedule

Pre-program:	
Mid-July	Bootcamp
Mid-August	Welcome/Orientation
Fall:	
September	Residency 1
October	Residency 2
November	Residency 3
Spring:	
January	Residency 1
March	Residency 2
April	Residency 3
Summer:	
May	Residency 1
June	Residency 2
July	Residency 3

Entrepreneurship Ph.D. Concentration

YEAR 1

Fall:

- PSYC 8100 Research Design & Quantitative Methods (Required) (3)
- MGT 9330 Seminar in Strategic Management: Research Foundations (3) or MGT 9340 Seminar in Strategic Management: Contemporary Topics (3) (One of the two options required)*
- Elective (3) (See the list of all elective options below)

Spring:

- PSYC 8110 Research Design & Quantitative Methods II (Required) (3)
- MGT 9350 Seminar in Entrepreneurship: Research Foundations (3) or MGT 9360 Seminar in Entrepreneurship: Contemporary Topics (3) (One of the options is required)
- MGT 9310 Seminar in Organizational Behavior: Research Foundations (3) or MGT 9320 Seminar in Organizational Behavior: Contemporary Topics (3) (One of the two options required)*

Summer:

- MGT 8910 Master's Thesis Research (3) for summer 1 research paper) (Required)
- MGT 9160 Directed Readings (3)

YEAR 2

Fall:

- PSYC 8130 Research Design & Quantitative Methods III (Required) (3)
- MGT 8910 Master's Thesis Research (3) for summer 1 research paper completion and presentation) (Required)
- Electives 6 credit hours

Spring:

- MGT 9350 Seminar in Entrepreneurship: Research Foundations (3) or MGT 9360 Seminar in Entrepreneurship: Contemporary Topics (3) (Option previously not taken is required)
- Electives 6 credit hours

Summer:

MGT 8910 Master's Thesis Research (6 credit hours required)

Qualifying comprehensive exams (Required)

YEAR 3 THEREAFTER TO DEGREE COMPLETION:

MGT 9910 Doctoral Dissertation Research (minimum 18 credit hours, but continuing full-time enrollment of nine credit hours per semester and six credit hours per summer through dissertation proposal defense, and until final oral dissertation defense)

Final Dissertation Defense

* Students in the Entrepreneurship Concentration are required to take one seminar in each of the two possible Strategic Management and Organizational Behavior seminars, but they will often benefit from taking both of the seminars in either or both of these related areas as electives.

Electives Options:

Methods courses: EDF 9720 Phenomenology and Grounded Theory Research Methods and Design; EDF 9750 Mixed Methods Research; EDF 9790 Qualitative Research in Education; HLTH 8210 Health Research I: Design and Measurement; HLTH 8220 Health Research II: Qualitative and Mixed Methods; MATH 6070 Regression and Time Series; MGT 9050 Management Research Methods; PSYC 8140 Research Design and Quantitative Methods Lab (1 hour class); PSYC 8400 Usability Studies for Applied Psychology; PSYC 8710 Psychological Testing and Measurement; PSYC 8730 Structural Equation Modeling, PSYC 8990 Meta-Analysis; SCCI 8030 Survey Designs for Applied Social Research; SOC 8070 Advanced Research Methods; SOC 8920 Quantitative Methods; STAT 8170 Multivariate Statistics; or other topics as approved by the student's advisor.

Seminar courses: ECON 8010 Microeconomic Theory; ECON 9000 Selected Topics in Economics; MGT 9310 Seminar in Organizational Behavior: Research Foundations; MGT 9320 Seminar in Organizational Behavior: Contemporary Topics; MGT 9330 Seminar in Strategic Management: Research Foundations; MGT 9340 Seminar in Strategic Management: Contemporary Topics; PSYC 8620 Organizational Psychology; PSYC 8720 Judgment and Decision Making; SCCI 8100 Theoretical Models in Applied Social Research; or other courses as approved by the student's advisor.

Select advanced courses: ECON 6400 Game Theory; ECON 8060 Econometrics I.; ECON 8070 Econometrics II.; ECON 8080 Econometrics III.; ECON 8240 Organization of Industry; ECON 9090 Time-Series Econometrics; MATH 8840 Statistics for Experimenters; MATH 9020 Probability Theory; or other topics as approved by the student's advisor.

Organizational Behavior/Human Resources Ph.D. Concentration

YEAR 1

Fall:

- PSYC 8100 Research Design & Quantitative Methods I (Required) (3)
- Electives 6 credit hours (See the list of all elective options below)

Spring:

- PSYC 8110 Research Design & Quantitative Methods II (Required) (3)
- MGT 9350 Seminar in Entrepreneurship: Research Foundations (3) or MGT 9360 Seminar in Entrepreneurship: Contemporary Topics (3) (One of the two options required)
- MGT 9310 Seminar in Organizational Behavior Research Foundations (3) or MGT 9320 Seminar in Organizational Behavior: Contemporary Topics (3) (One of the two options required)

Summer:

- MGT 8910 Master's Thesis Research (3-6 credit hours for summer paper) (Required)
- Elective (3) if only taking 3 credit hours of MGT 8910 Master's Thesis Research

YEAR 2

Fall:

- PSYC 8130 Research Design & Quantitative Methods III (Required) (3)
- MGT 8910 Master's Thesis Research (3): Summer 1 paper completion and presentation) (Required)
- Electives 6 credit hours

Spring:

- MGT 9310 Seminar in Organizational Behavior: Research Foundations (3) or MGT 9320 Seminar in Organizational Behavior: Contemporary Topics (3) (Option previously not taken is required)
- Electives 6 credit hours

Summer:

MGT 8910 Master's Thesis Research (6 credit hours) or MGT 8910 3 credit hours and MGT 9160 Directed Readings for 3 credit hours (One of the two options required)

Qualifying comprehensive exams (Required)

YEAR 3 THEREAFTER TO DEGREE COMPLETION:

MGT 9910 Doctoral Dissertation Research (minimum 18 credit hours, but continuing full-time enrollment of nine credit hours per semester and six credit hours per summer through dissertation proposal defense, and until final oral dissertation defense)

Final Dissertation Defense

Electives Options:

Methods courses: MGT 9050 Management Research Methods; PSYC 8140 Research Design and Quantitative Methods Lab (1 hour class); PSYC 8400 Usability Studies for Applied Psychology; PSYC 8710 Psychological Testing and Measurement; PSYC 8730 Structural Equation Modeling, PSYC 8990 Meta-Analysis; SCCI 8030 Survey Designs for Applied Social Research; SOC 8070 Advanced Research Methods; SOC 8920 Quantitative Methods; STAT 8170 Multivariate Statistics; EDF 9720 Phenomenology and Grounded Theory Research Methods and Design; EDF 9750 Mixed Methods Research; EDF 9790 Qualitative Research in Education; HLTH 8210 Health Research I: Design and Measurement; HLTH 8220 Health Research II: Qualitative and Mixed Methods; MATH 6070 Regression and Time Series; or other topics as approved by the student's advisor.

Seminar Courses: PSYC 8600, Psychology of Training and Evaluation; PSYC 8640, Performance Appraisal; PSYC 8650, Job Analysis; Psych 8670, Legal Issues in Personnel; PSYC 8690, Advanced Personnel Selection; PSYC 8600 Training and Evaluation; PSYC 8630, Work Motivation and Satisfaction; PSYC 8660 Cross Cultural Issues in IO Psych; PSYC 8680, Leadership in Organizations; PSYC 8720 Judgement and Decision Making; PSYC 8820, Occupational Health Psych.; PSYC 8850, Organizational Stress; and other PSYC 8990 seminars as approved by the student's advisor.

Strategic Management Concentration

YEAR 1

Fall:

- MGT 9330 Seminar in Strategic Management: Research Foundations (Required) or MGT 9340 Seminar in Strategic Management: Contemporary Topics (One of the two is required for 3 credit hours)

Methods Courses (6 credit hours from the options below)

- ECON 6050 Introduction to Econometrics (3)
- DSA 8010 Statistical Methods I (3)
- PSYC 8100 Research Design & Quantitative Methods I (3)

Spring:

- MGT 9350 Seminar in Entrepreneurship: Research Foundations (3) or MGT 9360 Seminar in Entrepreneurship: Contemporary Topics (3) (One of the two options is required)

Method Courses (6 credit hours from the options below)

- ECON 6060 Advanced Econometrics (3)
- PSYC 8110 Research Design & Quantitative Methods II (3)
- ECON 9000 Selected Topics in Economics - Machine Learning (3)

Summer:

- Elective Method Course (3)
- MGT 8910 Master Thesis Research (Summer Paper) (3)

YEAR 2

Fall:

- MGT 9330 Seminar in Strategic Management: Research Foundations (3) (Required) or MGT 9340 Seminar in Strategic Management: Contemporary Topics (3) (Option previously not taken is required)
- MGT 8910 Master Thesis Research (Summer Paper) (3)

Methods Courses (6 credit hours from the options below)

- ECON 8060 Econometrics I or STAT 8020 Statistical Method II (3)
- DSA 8640 Programming for Data Science (3)
- STAT 8050 Design and Analysis of Experiments (3)

Spring:

- MGT 9310 Seminar in Organizational Behavior: Research Foundations (3) or MGT 9320 Seminar in Organizational Behavior: Contemporary Topics (3) (One of the two options required)

Methods Courses (6 credit hours from the options below)

- ECON 8070 Econometrics II (3)

- PSYC 8130 Research Design & Quantitative Methods III (3)
- ECON 9090 Advanced Time Series Econometrics (3)
- MGT 8990 Special Topics in Industrial Management (3)

Summer:

- MGT 8990 Special Topics in Strategic Management (3)
- MGT 8910 Master Thesis Research (3)
- Qualifying comprehensive exam

YEAR 3 THEREAFTER TO DEGREE COMPLETION

MGT 9910 Doctoral Dissertation Research (minimum 18 credit hours but continuing full-time enrollment of nine credit hours per semester and six credit hours per summer through dissertation proposal defense and until final oral dissertation defense).

Elective Methods Courses

Dissertation Proposal Defense: Three Essays

Final Dissertation Defense: Three Essays

NOTE: The outlined program may exhibit variability, with the primary/chair advisor's approval, to accommodate each student's interest and development in the program, and to address course availability in any given semester. However, a student may not graduate without taking the required strategic management courses.

Select Electives Options:

Strategic Management students may benefit from taking additional electives in entrepreneurship, organizational behavior, and other MIS and SCOM courses. Students are also encouraged to consider taking elective method courses to support their dissertations and specialized methodological interests. Although not listed above, students may also find it beneficial to take other courses on Econometrics, Machine Learning, Longitudinal Designs, Survey Design, and Experimental Design, depending on their chosen topic of interest. These courses are to be taken with the approval of the student's chair/primary advisor. It is also possible to take specialized, independent studies with individual faculty. Some of these elective courses are listed below.

Methods courses: EDF 9720 Phenomenology and Grounded Theory Research Methods and Design; EDF 9750 Mixed Methods Research; EDF 9790 Qualitative Research in Education; HLTH 8210 Health Research I: Design and Measurement; HLTH 8220 Health Research II: Qualitative and Mixed Methods; MATH 6070 Regression and Time Series; MGT 9050 Management Research Methods; PSYC 8140 Research Design and Quantitative Methods Lab (1-hour class); PSYC 8400 Usability Studies for Applied Psychology; PSYC 8710 Psychological Testing and Measurement; PSYC 8730 Structural Equation Modeling, PSYC 8990 Meta-Analysis; SOC 8030 Survey Designs for Applied Social Research; SOC 8070 Advanced Research Methods; SCCI 8920 Quantitative Methods; STAT 8170 Multivariate Statistics; or other method courses as approved by the student's advisor.

Seminar courses: ECON 8010 Microeconomic Theory; ECON 9000 Selected Topics in Economics; MGT 9310; Seminar in Organizational Behavior: Research Foundations; MGT 9320 Seminar in Organizational Behavior: Contemporary Topics; MGT 9350 Seminar in Entrepreneurship: Research Foundations; MGT

9360 Seminar in Entrepreneurship: Contemporary Topics; PSYC 8620 Organizational Psychology; PSYC 8720 Judgment and Decision Making; SCCI 8100 Theoretical Models in Applied Social Research.

Select advanced courses: ECON 8080 Econometrics III.; ECON 8240 Organization of Industry; ECON 9090 Time-Series Econometrics; MATH 8840 Statistics for Experimenters; MATH 9020 Probability Theory.

Management Information Systems and Supply Chain Management Ph.D. Concentration

Year 1

Fall Semester:

- MGT 9250 – Seminar in Information Systems: Research Foundations (3)
- ECON (APEC) 8060 – Econometrics I (3)
- One Programming Course (Choose one):
    - CPSC 6300 – Applied Data Science (3)
    - CPSC 6430 – Machine Learning (3)
    - IE 6910 – Selected Topics in IE (e.g., *Python for Machine Learning*) (3)
    - MGT 8540 – Design of Experiments in Business and Management (3)
    - MGT (DSA) 8590 Advanced Data Analytics (3)

Spring Semester:

- MGT 9410 – Seminar in Supply Chain and Operations Management: Research Foundations (3)
- MGT 9190 – Seminar in Advanced Quantitative Methods in Management Research (3)
- ECON 8070 – Econometrics II (3)

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 (3)
- MGT 9280 – Seminar in Advanced Business Analytics Research (3)
- Elective Course (3) (*approved by the faculty advisor*)

Spring Semester:

- MGT 9420 – Seminar in Service Science (3)
- Choose 1 of the following:
    - ECON 8080 – Econometrics III (3)
    - ECON 9090 – Time-Series Econometrics (3)
    - ECON 9000 – Selected Topics in Economics (e.g., *Causal Inferences*) (3)
- Elective Course (3) (*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 (*6 credit hours, preparing for comprehensive exam*)
- Elective Course (3)

Spring Semester:

- MGT 9160 – Directed Reading (*6 credit hours, preparing for comprehensive exam*)
- Elective Course (*approved by the faculty advisor*)
- Comprehensive Exam (3) (Required)

Summer & Year 4+:

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

M.S. 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).

Summer 1

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

Fall 1

- MGT (MBA) 8090 Organizational Behavior & Human Resource Management (3)
- DSA 8660 Data Management and Warehousing (3)
- MGT 8490 Negotiations, Contracts, Law, and Ethics in Sports Business (3)*
- MGT (DSA) 8280 Analytics Bootcamp (3)

Spring 1

- MGT (DSA) 8590 Advanced Data Analytics (3)
- MGT 8470 Sports Business Strategy (3)*
- MGT 8690 Project Management (3)
- MGT (LAW) 8430 Legal Foundations in the Business of Sports (3)

Summer 2

- MGT 8440 Business of Sports Project (3)
- MGT 8480 Business Information Visualization and Analysis Presentation (3)*

7. Additional program policies and expectations

a. Foreign language requirement

N/A

b. Sample timetable of student progress

Executive Leadership Ph.D. concentration

Years 1 and 2 (including summer sessions) are coursework, methods-based comprehensive exams after one year of coursework, comprehensive exams covering the full range of topics completed after two years of coursework and typically a year to complete a dissertation.

Other Ph.D. concentrations

Years 1 and 2, including summers, are coursework, followed by a comprehensive exam during the summer at the end of the 2nd year, and then typically three years completing the dissertation.

b. Advisory committee

Details of forming or modifying an advisory committee (if diverging from typical in the policy handbook) – N/A

c. Comprehensive exams

General statement and guidelines

The comprehensive exam is a major milestone in pursuing a doctoral degree. Successfully passing the comprehensive exam requires that students provide evidence of the 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 Ph.D. in Business Administration at Clemson University.

Executive Leadership Ph.D. concentration

Methods-based comprehensive exam after one year of coursework; Comprehensive exam after two years of coursework covering the following topics, from 8:30 a.m. – 4 p.m. daily:

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

Other Ph.D. concentrations

Comprehensive exam after two years of coursework consists of written exams (*breadth, depth and methods*) and a one-week take-home research critique/proposal.

Exam protocol

Comprehensive exams will occur 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 that 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.

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.

d. Expectations for thesis/dissertation (if applicable)

Other Ph.D. concentrations

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

e. Additional requirements

Such requirements can include those pertaining to an internship, co-op, travel to foreign countries, expenditures, licensures, uniforms, equipment, dress code, certifications, etc.

Executive Leadership Ph.D. concentration

Student expenditures consist of the cost of travel and lodging for the nine in-person residencies (2-3 days in length) per year.

Other Ph.D. concentrations

N/A

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

Executive Leadership Ph.D. concentration

- Faculty Advisory Council reviews student progress each year.
- Students must demonstrate:
    - Satisfactory coursework completion.
    - Meeting program milestones (quantitative and comprehensive exam, dissertation progress).

Other Ph.D. concentrations

- 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.

g. Academic performance

Executive Leadership Ph.D. concentration

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.

Other Ph.D. concentrations

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 student's dismissal from the program.

M.S. in Sports Business and Analytics

Requires the maintenance of a minimum GPA of 3.0.

h. Professionalism

If professionalism is the expectation of performance, the program must clearly describe professional requirements and expectations as part of academic expectations for a degree; it must describe how these requirements are assessed or evaluated and how they are communicated back to students – N/A

i. Additional GA expectations

If the program has higher expectations than grad school for graduate assistants, the program handbook (or GA appointment letters) must clearly specify expectations and consequences of deviating from expectations – N/A

j. Attendance policies

If the program has unusual attendance policies, they should be clearly communicated - N/A