



# **DOCTORAL STUDENT Policy Handbook**

## **PH.D. in MANAGEMENT PROGRAM**

**In Accordance with the curriculum approved  
by Mahidol University, 2560 B.E.  
Fifth Edition, Draft Subject to Approval  
October 2023**

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Mahidol University**

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# COLLEGE OF MANAGEMENT at MAHIDOL UNIVERSITY

## Doctoral Student Handbook, Ph.D. in Management

### Forward

This Handbook provides doctoral students in the Ph.D. in Management program at the College of Management, Mahidol University (hereafter referred to as CMMU) with information concerning:

- Admissions, registration, academic and students services,
- Graduation requirements,
- Student rights and responsibilities as members of the academic community.

Additional up-to-date information about the academic program of the College should be sought from the Division of Academic and Student Services and from the Ph.D. Program office.

*This Handbook applies to all students applying for or participating in the Doctoral Program at the College of Management at Mahidol University. Copies of the Handbook may be obtained from the CMMU Ph.D. Program. It is the responsibility of all students to be familiar with the regulations governing study at the College. Ignorance of a policy or regulation will not be considered an excuse for failure to observe it.*

The information included in this Handbook is intended as a guide to proper conduct as a doctoral student at the College.

- It is *not* meant to be all-inclusive.
- It does *not* constitute a legal contract.
- *Although the College reserves the right to add to, modify, or revoke any of the regulations contained in this Handbook, the College will provide due notice to students of any changes in order to provide adequate time for planning.*

### The CMMU Vision:

“Wisdom of the Land in Management Education.”

### The CMMU Mission:

“To develop organizational leaders through practical learning, relevant research, and industry engagement.”

## **Section I**

### ***The Academic Program***

#### **1. Program Description**

Program title:	Doctor of Philosophy Program in Management
Degree:	Doctor of Philosophy (Management)
Abbreviation:	Ph.D. (Management)
Location:	69 Vipavadee Rangsit Road, Samsennai, Phayathai, Bangkok, 10400 Thailand

#### **2. Program Philosophy**

- The Ph.D. Program in Management combines a strong research orientation with disciplinary knowledge in management in order to contribute to the social and economic development of Thai society at all levels and across the public and private sectors. The program seeks to develop theoretical and methodological sophistication among its graduates so that they can understand important social and organizational problems, develop viable solutions, and ethically contribute new knowledge to the global community of scholars in the field of management.

#### **3. Program and Learning Objectives**

##### *3.1. Program Objectives*

The doctoral program aims to produce graduates with the following qualifications according to the Graduate Qualification Standards:

1. High moral standards and professional ethics in their work
2. In-depth knowledge of theoretical models and empirical studies in management
3. Capability to apply knowledge of management to analyze important social and organizational problems, as well as the capability to produce new knowledge
4. Capability to work effectively, both individually and in teams, with a high level of responsibility
5. Capability to apply numerical and data analysis techniques to analyze management problems, as well as the capability to communicate effectively, using appropriate information technology

##### *3.2. Program Learning Outcomes*

LO 1 Adherence to high moral standards and ethics in their professional and academic work

LO 2 In-depth and advanced knowledge of management, by synthesizing theories, practices and empirical evidence

LO 3 Capability to analyze management problems in society and organizations, with the ability to create new knowledge by conducting academic research

LO 4 Capability to work effectively, both individually and in teams, with good interpersonal skills and high responsibility

LO 5 Capability to critically evaluate and effectively make use of data, using numerical and analytical skills, and applying appropriate information technology

LO 6 Capability to communicate and present their work effectively in written and verbal formats, using appropriate communication technology

##### *3.3. Learning Objectives*

The Ph.D. in Management program by has been accredited by the Association to Advance Collegiate Schools of Business, also known as AACSB International (AACSB). Learning goals, learning objectives and a curriculum map have been set following the AACSB accreditation standards for Assurance of Learning (AoL). The objective of Assurance of Learning is to make sure that the learning outcomes of the program, as defined by the overall program learning goals and learning objectives, are met. Assurance of Learning involves an annual cycle of student assessment, reviewing whether learning outcomes have been met, and adjusting the content of the courses and curriculum if necessary. The table below summarizes the higher-level learning goals of the program, set as part of the AACSB process for assurance of learning.

PROGRAM MISSION		To produce graduates who can create management knowledge at the international level
OUTCOME AREAS	LEARNING GOALS	
<b>DISCIPLINE KNOWLEDGE</b>	<b>1</b>	High-level mastery knowledge of a management discipline, both theoretical and empirical
<b>RESEARCH SKILLS</b>	<b>2</b>	Academic research skills
<b>CRITICAL THINKING</b>	<b>3</b>	Knowledge creation at the international level
<b>COMMUNICATION SKILLS</b>	<b>4</b>	Academic communication skills
<b>ETHICAL CONDUCT</b>	<b>5</b>	Research ethics

The more detailed learning objectives (LO), formulated as part of the AACSB Assurance of Learning process, corresponding to these goals are as follows:

**LG1. High-level mastery knowledge of a management discipline, both theoretical and empirical**

LO 1.1 Synthesize the fundamental principles and theories in the chosen management discipline, through a review of the academic literature

**LG2. Academic research skills**

LO 2.1 Evaluate literature in a critical manner in terms of framework and methodology

LO 2.2 Plan the research design based on a conceptual foundation

LO 2.3 Analyze quantitative data with an appropriate methodology

LO 2.4 Collect and analyze qualitative data with an appropriate methodology

LO 2.5 Draw conclusions and make recommendations based on the research findings

**LG3. Knowledge creation at the international level**

LO 3.1 Create new knowledge by making a contribution to the existing academic literature in the field at the international level

**LG4. Academic communication skills**

LO 4.1 Effectively communicate your own research, both the research methodology and the findings, in a written report

LO 4.2 Effectively communicate your own research, both the research methodology and the findings, to audiences in oral presentations

**LG5. Research ethics**

LO 5.1 Apply the principles of research ethics in the process of conducting research

LO 5.2 Properly use and cite existing publications

#### 4. Program Regulations

##### 4.1. Study Plan and sequence of courses

4.1.1. An academic year consists of three trimesters of 14 weeks. Classes are held for 12 weeks, 3 hours per week for a total of 36 contact hours per course. An additional 6 hours of class projects and examination time is included in addition to the contact hours.

4.1.2. A student must register for a minimum of 1 credit and a maximum of 12 credits per trimester. Exceptions to this rule must be approved by the Ph.D. Program Chair.

4.1.3. Maximum duration of study in the Ph.D. program is six years.

If the candidate's entry degree is outside of business or management, thereby requiring significant additional management-related courses at the master degree level, the Ph.D. Program Chair can offer the student acceptance for a Certificate of Advanced Graduate Studies (CAGS) at CMMU as a preparation for Ph.D. studies. Study time in CAGS mode does not count towards the six year study time limit.

4.1.3.1. A student holding a Master degree who is admitted to the CMMU Ph.D. Program will have a maximum of 6 years to complete the doctoral degree.

4.1.4. The study plan proposed below represents the expected flow of coursework and related requirements for the Ph.D. program. The exact sequence will be adjusted to meet the needs of students and the program.

Year	Trimester 1	Trimester 2	Trimester 3
1	MGMG 638 Quantitative Research Methods in Management I (pre-req)* MGMG 712 Advanced Management Studies (3 credits) MGMG 636 Directed Reading in Specialized Area (2 credits)**  <b>Total 5 credits</b>	MGMG 639 Quantitative Research Methods in Management II (pre-req)* MGMG 711 Advanced Management Theories (3 credits) MGMG 801 Advanced Data Analysis for Management Research (2 credits) MGMG 807 Seminar on Qualitative Management Studies** (1 credit)  <b>Total 6 credits</b>	MGMG 757 Academic Writing and Publication (pre-req)* MGMG 802 Dissertation Seminar in Management (1 credit) MGMG 640 Quantitative Research Methods in Management III**(3 credits)  <b>Total 4 credits</b>
2	MGMG 800 Advanced Management Problems and Ethics (3 credits)  <i>Qualifying Examination</i>  <b>Total 3 credits</b>	MGMG699 Dissertation (9 credits)  <i>Dissertation Proposal Defense</i>  <b>Total 9 credits</b>	MGMG699 Dissertation (9 credits)  <b>Total 9 credits</b>
3	MGMG 699 Dissertation (9 credits)  <b>Total 9 credits</b>	MGMG 699 Dissertation (9 credits)  <b>Total 9 credits</b>	MGMG699 Dissertation (9 credits) Final Dissertation Defense <b>Total 9 credits</b>
			<b>Grand Total 63 Credits</b>

\* Note: Pre-requisite. Students without sufficient background knowledge of research methodology from their Master's degree are required to take and pass the courses Quantitative Research Methods in Management I and II as pre-requisites. Students with English writing test scores below the target set by the Program are required to take and pass the course Seminar in Academic Writing and Publication as a pre-requisite. These credits do not however count towards meeting the Basic Program Requirement of 63 credits.

\*\* Examples of specialization courses (6 credits in total). Courses offered are set by the Program Committee.

#### 4.2. Study Times

- 4.2.1. The first year of study requires a full-time commitment from participating students.
- 4.2.2. In subsequent years of the Ph.D. program, during which students are conducting the dissertation research, students may organize their time according to their resources and needs.
- 4.2.3. In the 4<sup>th</sup> term of the program students will need to meet on a regular basis with their advisor and participate in a seminar to assist in preparation of the qualifying paper. Subsequently, students will work independently under the guidance of his/her advisor. The length of time it takes to complete the program will largely depend on the time that students commit to it.
- 4.2.4. Following is the term schedule for the doctoral program at CMMU.

<b><i>Trimester</i></b>	<b><i>From</i></b>	<b><i>To</i></b>
<i>First trimester</i>	September	December
<i>Second trimester</i>	January	April
<i>Third trimester</i>	May	August

## Section II

### *Admissions Process and Requirements*

#### 5. Admissions Philosophy

Admission to the Ph.D. Program at College of Management is based on a variety of factors (see below). The goal of the admissions process is to select a diverse group of students whose goals are consistent with those of the program, and who the faculty believes can benefit from and succeed in CMMU's Ph.D. Program. While the College sets targets in terms of GPA and entrance test scores, we assess candidates on the basis of the complete set of information provided by the student.

#### 6. Admissions Requirements

##### 6.1. *General Admissions Requirements*

The program seeks applicants with the following *minimum* qualifications:

- 6.1.1. Master degree in management or business, or a closely related field (e.g., economics), with a minimum GPA of 3.50, from a university verified by the Higher Education Commission.
- 6.1.2. Applicants must demonstrate appropriate competency in both written and spoken English. This may be satisfied in one of three ways:
  - 6.1.2.1. Attaining a TOEFL paper-based score of 575 or higher (or an equivalent IELTS score of 6.5) within the last two years.
  - 6.1.2.2. Demonstrating proficiency on the English Entrance Examination set by the College of Management during the application period.
  - 6.1.2.3. Students with good academic qualifications, but not meeting the English language requirement at the first Examination, can be offered conditional admission to the program. Full admission and continuation in the Ph.D. program is subject to meeting the requirement (condition 6.1.2.1. or 6.1.2.2) within the 1<sup>st</sup> year of study, otherwise dismissal will follow automatically.
- 6.1.3. At least three years of working experience preferred, but not required (depending on other qualifications).
- 6.1.4. Quantitative and analytical reasoning: Applicants must also demonstrate their proficiency in using mathematics for reasoning and decision-making. This can be done taking the Quantitative Section of the Entrance Exam set by the College during the application period.
- 6.1.5. Evidence of research experience and/or capability. Students not meeting this requirement may be required to take pre-requisite courses.

##### 6.2. *Applicants Entering with a Master Degree from a Related Field*

- 6.2.1. For an applicant with a *Master degree from a related professional field (e.g., engineering, education) or academic discipline (e.g., psychology, sociology)*, admission may be considered on the condition that the student



takes an appropriate selection of supplemental courses in the Master program of CMMU as advised by the Ph.D. Program Chair.

## **7. Selection Method**

### *7.1. Application Documents*

- 7.1.1. Application materials may be obtained from CMMU website: <http://www.cmmu.mahidol.ac.th>.
- 7.1.2. Application may be processed online via CMMU website.
- 7.1.3. The applicant needs to submit the following documents before s/he can be considered for an interview:
  - 7.1.3.1. The CMMU Ph.D. application form,
  - 7.1.3.2. A statement of purpose which outlines his/her objectives of research. As part of the Application, students must submit a typed personal statement of 1,000 words in English. This should clearly state the student's academic and career objectives and how these fit with the program,
  - 7.1.3.3. Letters of recommendation from 3 persons who are acquainted with the work and academic performance of the applicant. At least one reference must be from a prior instructor,
  - 7.1.3.4. Undergraduate and graduate transcripts,
  - 7.1.3.5. Examination scores on the designated exam (see Section 6),
  - 7.1.3.6. A non-refundable fee of 1,500 Baht or US\$40 must accompany each new application for admission before it will be processed.

### *7.2. Admission Process*

- 7.2.1. Applicants who meet the required minimum admission criteria will be interviewed by faculty members designated by the Ph.D. Program Chair. The interview is designed to assess:
  - 7.2.1.1. The applicant's general knowledge of management,
  - 7.2.1.2. Background knowledge in the research area of interest (e.g., leadership, marketing, finance, organizational behavior),
  - 7.2.1.3. Aptitude for and/or prior experience in research,
  - 7.2.1.4. Motivation and commitment to study.
- 7.2.2. An admission recommendation will be made by the Ph.D. Program Chair based upon assessment of the above information and in light of the pool of applications received in a given year. The Ph.D. Program Chair will forward this recommendation to the College Dean or his/her designee for approval.

## 8. Transfer Students

- 8.1. Students from other accredited institutions may be accepted as Transfer Students.
- 8.2. Students transferring from another institution must be in good standing with the institution last attended.
- 8.3. He/she must meet all admission requirements set by the College of Management.
- 8.4. Conditions governing the acceptance of transfer credit are detailed below in Section 11.

## Section III

### *Enrollment, Advisement, Registration*

## 9. Enrollment in the College

- 9.1. Enrollment is the process by which students indicate their intent to enroll in courses for a particular trimester.
- 9.2. For new students, enrollment is initiated by the student's acceptance of the College's offer to study in the doctoral program. The acceptance notice should be returned to the Division of Academic and Student Services.
- 9.3. Enrollment is automatic for continuing students.

## 10. Student Advising

- 10.1. Assistance in academic planning and advising is provided to students through the Ph.D. Program office and the Division of Academic and Student Services.

### 10.2. *Ph.D. Program Chair and Program Coordinator*

- 10.2.1. It will be the student's responsibility to work with the Ph.D. Program staff to plan his/her studies and to understand the expectations, rules and regulations of the College. After *Advancing to Candidacy*, students are expected to work closely with their Dissertation Advisor.
- 10.2.2. All program and course selection decisions should be made with the knowledge and approval of the Ph.D. Program staff. Students who make course selection decisions without the knowledge of the Ph.D. Program Coordinator or Program Chair are at risk of incorrect course registration and could encounter future problems in course selection.
- 10.2.3. It is the College's responsibility to make appropriate information available to students for program planning. However, it is the student's responsibility to ensure that s/he is familiar with and fulfilling College requirements through the program of study.
- 10.2.4. Students should note that the Program staff's function is primarily to assist the student in planning his/her coursework.

- 10.3. *Division of Academic and Student Services:* Although most program planning is done through the Program Office, staff in the Division of Academic and Student Services can assist students in a variety of areas.

- 10.3.1. General Planning

- 10.3.2. Assisting students in solving financial problems
- 10.3.3. Registration for courses and maintenance of academic status

## **11. Transfer of Course Credit and Waivers for Required Courses**

- 11.1. Students can bypass a required course based upon the following conditions.
  - 11.1.1. The Request Form should be discussed with and approved by the Ph.D. Program Chair, and subsequently submitted to the Division of Academic and Student Services.
  - 11.1.2. Courses applied towards the transfer or waiver of a course at CMMU must be substantially equivalent to a course offered in the CMMU curriculum.
  - 11.1.3. *Substantially equivalent* means that the course taken elsewhere covers 75% of the content covered in the course offered at CMMU.
  - 11.1.4. The review of course content equivalency is conducted by the Program Chair. Once the course(s) proposed for transfer is approved as substantially equivalent by the Program Chair, the request must then be forwarded for final approval to the Division of Academic and Student Services.
- 11.2. Other requirements that impact course transfers and waivers.
  - 11.2.1. The course must have been completed at the doctoral level at an accredited university.
  - 11.2.2. The course must have been completed within five years prior to the time of application for the waiver.
  - 11.2.3. The student must have earned a grade of B or higher,
  - 11.2.4. The student must submit an Official Transcript and course description.
  - 11.2.5. Students may submit transfer a maximum of 15 credits received from other accredited academic institutions into their program of study at CMMU.

## **12. Course Registration**

- 12.1. Registration is the process by which students are placed on record as selecting particular courses during an academic term.
- 12.2. Students returning from a Leave of Absence must be officially re-admitted to active status in the College prior to Registration.
- 12.3. Registration procedures and course schedules can be obtained on the internet at <http://reg.cmmu.mahidol.ac.th> or from the Division of Academic and Student Services.
- 12.4. A student who registers late must pay a late registration fee (see *Late Payment Fee Policy*) beyond the due date for payment specified in the Academic Calendar.
- 12.5. Students may make schedule adjustments without charge during the official add/drop period, if applicable.

## **13. Refunds**

- 13.1. Prior to the start date of the academic term, tuition fees can be refunded 100%.
- 13.2. Tuition fees may be refunded if the student has withdrawn from the course within the first week of instruction, or if the fee was collected in error.
- 13.3. Tuition collected in error may include the following reasons:
  - 13.3.1. College cancelled the course.
  - 13.3.2. College cancelled your enrollment (academic or other dismissal).
  - 13.3.3. Books for the course were not available.
  - 13.3.4. Grade or Qualifying Exam results needed to establish student status were unavailable at the time of payment and registration.
  - 13.3.5. Death of the student.
- 13.4. The *Refund Form* is available from the Division of Academic and Student Services.
- 13.5. Following the refund of tuition, the number of credits for courses will be altered accordingly.
- 13.6. Refund Checks for complete withdrawal from the College will be processed and made payable to the student, whether the fees were paid by cashier check, personal check or by bank transfer. *No refund will be made to any student who withdraws from classes after the first week of classes.*

#### **14. Auditing a Course**

- 14.1. Students may audit a course with the instructor's prior approval. Auditing a class depends both on the instructor's willingness and space availability.
- 14.2. No GPA points are awarded for audited courses.
- 14.3. There is no fee for auditing for Active Students.
- 14.4. The instructor has the authority to determine what requirements will be applied to the Auditing student concerning attendance and completion of class assignments.

#### **15. Ph.D. Program Fee Payments**

- 15.1. Fees for the Ph.D. program include Entrance, Matriculation, and Tuition fees. These are charged separately and spread out over the duration of the program.
- 15.2. The Matriculation Fee will be paid in 9 term installments.
  - 15.2.1. Students who complete the program in less than 9 terms must still pay the full matriculation fee.
  - 15.2.2. Students who study for more than 9 terms must register and pay a continuing *matriculation fee of 10,000 Baht in any subsequent term* (i.e., 10<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup> term), in order to maintain their Active Student Status.
  - 15.2.3. Students must matriculate during the term in which they defend their Dissertation.
  - 15.2.4. Students will be relieved from the obligation to pay the continuing matriculation fee after successfully defending their Dissertation and submitting required changes.

## Section IV

### *Ph.D. Curriculum*

#### **16. Program Planning**

##### 16.1. *Curriculum Structure*

- 16.1.1. The Ph.D. curriculum consists of coursework and dissertation research. The total of 63 credits is allocated as follows:

<b>Credit Allocation for Ph.D. Program</b>	
Pre-Requisite courses (up to 3 subjects)	No Credits
Required Courses (5 subjects)	12 Credits
Specialization Courses (2 subjects)	6 Credits
Dissertation	45 Credits
<b>Total</b>	<b>63 Credits</b>

##### 16.2. *Coursework*

- 16.2.1. Note that students entering with a Master degree will have already completed substantial coursework in their field of specialization.
- 16.2.2. A student must study 5 core courses and at least 2 specialization courses. The core courses will include the Dissertation Seminar in Management. The specialization courses are selected by the Program Committee, taking into account the composition of the batch of students (their fields, topics, research experience, etc.).
- 16.2.3. Students may take the Qualifying Exam after they have completed at least 4 core courses and at least 2 specialization courses. Students will typically take the Qualifying Exam at the end of the 4<sup>th</sup> term in the 2<sup>nd</sup> year of the program, though this may vary depending on the student's progress.

##### 16.3. *Doctoral Dissertation*

- 16.3.1. After being accepted as a Doctoral Candidate, the student may proceed to conduct the doctoral dissertation, under the supervision of a Dissertation Advisor and a Dissertation Committee.

## 17. Course Credit Requirements

### 17.1. Course Requirements Credits (lecture-lab-self study)

#### Pre-Requisite Courses (not for credit)

MGMG 638 Quantitative Research Methods in Management I	3 (3-0-6)
MGMG 639 Quantitative Research Methods in Management II	3 (3-0-6)
MGMG 757 Academic Writing and Publication	3 (3-0-6)

#### Core Courses (12 credits)

MGMG 711 Advanced Management Theories	3 (3-0-6)
MGMG 712 Advanced Management Studies	3 (3-0-6)
MGMG 800 Advanced Management Problems and Ethics	3 (3-0-6)
MGMG 801 Advanced Data Analysis for Management Research	2 (2-0-4)
MGMG 802 Dissertation Seminar in Management	1 (1-0-2)

#### Specialization Courses (minimum of 6 credits)

MGMG 600 Research and Publication in Marketing	3 (3-0-6)
MGMG 636 Directed Reading in Specialized Area	2 (2-0-4)
MGMG 637 Research Apprenticeship in Specialized Area	3 (3-0-6)
MGMG 640 Quantitative Research Methods in Management III	3 (3-0-6)
MGMG 641 Qualitative Research Methods in Management	3 (3-0-6)
MGMG 642 Advanced Topics in Management	3 (3-0-6)
MGMG 643 Advanced Seminar in Management	3 (3-0-6)
MGMG 648 Current Topics in Management	1 (1-0-2)
MGMG 670 Empirical Research Methods in Finance	3 (3-0-6)
MGMG 671 Advanced Organizational Behavior	3 (3-0-6)
MGMG 672 Communication Skills for Academic Research	3 (3-0-6)
MGMG 714 Management Research	3 (3-0-6)
MGMG 715 Research Design in Management Studies	3 (3-0-6)
MGMG 804 Machine Learning and AI in Management Studies	3 (3-0-6)
MGMG 805 Management Education Skills	3 (3-0-6)
MGMG 806 Digital Marketing and Social Media Management	3 (3-0-6)
MGMG 807 Seminar on Qualitative Management Studies	1 (1-0-2)

*Note: specialization courses will be offered depending on student demand and instructor availability, to be determined by the Ph.D. Program Chair.*

#### *Total Coursework 18 Credits*

#### Dissertation 45 credits

MGMG 699 Doctoral dissertation	45 (0-135-0)
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#### **Total Program 63 Credits**

### 17.2. Course Code Explanation

17.2.1. Two first letters MGMG represent the courses offered by CMMU.

17.2.2. The first digit (6) of the course code means the course is graduate level.

## 18. Examinations and Dissertation

### 18.1. *Qualifying Examination*

- 18.1.1. Students must Pass a Qualifying Examination before they Advance to Candidacy and register Dissertation credits. Students may take the Qualifying Exam at the end of the term in which they have completed at least 4 out of 5 core courses and at least 2 specialization courses. Students must pass the Qualifying Exam within one term after completing all coursework.
- 18.1.2. Students who take more than one term after finalizing all coursework to pass the Qualifying Examination will be automatically dismissed from the program. Typically, this means students who have not passed the Qualifying Exam by the end of the 2<sup>nd</sup> year will be dismissed. To avoid dismissal, students need to ask for permission of the Chair of the Ph.D. Program to extend the allotted time for 1 more term. Permission for an extension of the time does not have to be granted (for example, due to lack of progress).
- 18.1.3. The Qualifying Exam consists of a qualifying paper submitted to a Committee designated by the Program Chair. The Qualifying Paper is a synthesis paper developed by the student from his/her work in the courses Directed Reading, Current Topics in Management and other program courses, demonstrating the student's understanding of his/her area of research.
- 18.1.4. The Committee will conduct an Oral Examination of the student based primarily on the Qualifying Paper. However, the purpose of the Oral Examination is also to ensure a deep understanding of literature in the specialization area in which the student is working.
- 18.1.5. Upon passing the Qualifying Examination, students *Advance to Doctoral Candidacy* (see further conditions for obtaining Doctoral Candidacy in Section V).
- 18.1.6. Students who Fail the Qualifying Exam may be given a second opportunity at the discretion of the Examining Committee. In such cases, the student must sit for the second exam within a period of 15 weeks of the first exam, excluding official Trimester Break weeks on the CMMU academic calendar. Students who fail without being granted a second attempt, or students who do not make a second attempt in the given 15 week period, will be dismissed from the program.
- 18.1.7. In case of dismissal under 18.1.2 or 18.1.6, students may appeal through a request made to the Ph.D. Program Committee. In case the Committee grants the appeal, this requires approval by the Dean of the College.

## 18.2. *The Ph.D. Dissertation Process*

- 18.2.1. The Dissertation stage of study starts after passing the Qualifying Examination and Advancing to Doctoral Candidacy. The student will be guided during this stage by a Dissertation Advisor. The Advisor will be appointed by the College, reflecting mutual consent of the student and Faculty Member, and must be selected from among CMMU's Full-Time Faculty Members or approved Research Associates.
- 18.2.2. The student will also be guided by a Dissertation Committee consisting of 4 additional members with relevant interest and expertise. Supporting members of the committee will be Full-Time or approved Part-Time Faculty members in CMMU or Mahidol University, and at least one expert from outside the university who is also the Chairperson of the committee. All members must meet University standards in terms of academic qualifications (e.g., must possess a doctoral degree in a relevant field, and have relevant research experience).
- 18.2.3. Final composition of the Dissertation Committee must be approved in writing by the Chair of the Ph.D. Program and the Dean of the College.
- 18.2.4. The student will defend his/her Dissertation Proposal in an Oral Defense before the Dissertation Committee. Upon passing the Oral Defense of the Dissertation Proposal, the student may proceed to conduct the study under the supervision of his/her Dissertation Committee. The Defense of the Dissertation Proposal is expected to take place within two terms after students advance to Ph.D. Candidacy (pass the Qualifying Exam).
- 18.2.5. Students who take more than two terms after advancing to Ph.D. Candidacy (passing the Qualifying Exam) to complete and defend their Dissertation Proposal will be automatically dismissed from the program. Typically, this means students who have not passed the Dissertation Proposal Defense by the end of the 3<sup>rd</sup> year of study will be dismissed. To avoid dismissal, students need to ask for permission of the Chair of the Ph.D. Program to extend the allotted time for 1 more term. Permission for an extension of the time does not have to be granted (for example, due to lack of progress).
- 18.2.6. Students who fail the first Oral Defense of the Dissertation Proposal are allowed to repeat the defense one more time within a one-year period. Students who fail the second attempt, or do not make a second attempt in the given one-year period, will be dismissed from the program.
- 18.2.7. Once the Dissertation Advisor approves the Dissertation as completed and ready for Defense, the Chair of the Ph.D. Program will appoint a Dissertation Committee of 5 persons to examine the Dissertation. The committee will include the Dissertation Advisor, the 3 other members, and at least one external examiner. The Dissertation Committee will examine the Written Dissertation, and the student's Oral Defense (except for External Examiners who are not able to attend the Oral Defense).



- 18.2.8. The general criteria for a successful dissertation include originality, valid and well-structured arguments, execution of sound methodology, and significant contribution to knowledge.
- 18.2.9. The Dissertation Committee might ask the Doctoral Candidate to revise the Written Dissertation. Revisions need to be completed within a three-month period and approved by their Advisor and the Program Chair. Students who do not receive approval of the revised Dissertation from their Advisor and the Program Chair within three months after the Dissertation Defense will be automatically dismissed from the program. To avoid dismissal, students need to ask for permission for an extension of the study time from the Program Chair.
- 18.2.10. An approved Written Dissertation must conform to the format specified by the Ph.D. program and the Research Department of the College.
- 18.2.11. In case of dismissal under 18.2.5, 18.2.6 or 18.2.9 above, students may appeal through a request made to the Ph.D. Program Committee. In case the Committee decides to grant the appeal, this needs to be approved by the Dean of the College.

## Section V

### *Graduate Student Status*

#### **19. Ph.D. Candidacy**

- 19.1. A student will attain Ph.D. Candidacy and continue his/her work on the dissertation after meeting the following requirements:
  - 19.1.1. Pass the pre-requisite courses, which are assigned if necessary to address limitations in the student's background knowledge or English proficiency,
  - 19.1.2. Completion of the core and specialization coursework with a GPA of at least 3.00,
  - 19.1.3. Received a grade of "Satisfactory" for the Dissertation Seminar in Management and any specialization courses taken that are graded on the Satisfactory/Unsatisfactory scale (Directed Reading and Current Topics in Management),
  - 19.1.4. Passed the Written and Oral Qualifying Examination.
- 19.2. Active Status as a Doctoral Student
  - 19.2.1. Students must register to maintain their status as active students during every trimester of study until they graduate.
  - 19.2.2. In order for students to do this, they must register for a minimum of one (1) credit hours per trimester. As noted in section the maximum number of credits that a student may take in one trimester is twelve credits.
  - 19.2.3. The Ph.D. Program Chair must approve exceptions to the above policy.

#### **20. Categories of Student Status**

- 20.1. *Active Doctoral Student Status*
  - 20.1.1. Students who have satisfied the requirements for admission will be admitted as *Doctoral Students*.
- 20.2. *Probationary Status*
  - 20.2.1. Students who fail to maintain an overall GPA of at least 3.00 will be placed on *Probationary Status*.
  - 20.2.2. Students on Probation must meet with the Ph.D. Program Chair to develop a plan of corrective action. This plan must then be filed with the Ph.D. Program Chair.
  - 20.2.3. If the student maintains a GPA below 3.00 for two consecutive trimesters, or receives Unsatisfactory for any course graded on that scale, or did Not Pass one of the assigned pre-requisite courses, the student will be dismissed automatically from the College. On dismissal, students may appeal to the Ph.D. Program Committee. In case the Ph.D. Program Committee decides to grant the appeal, this needs to be approved by the Dean of the College.

## 21. Special Circumstances Concerning Student Status

- 21.1. There are special instances of which students should be aware with respect to maintaining their Active Student Status.
- 21.2. Following completion of all coursework, a student who is completing his/her dissertation will be subject to the following conditions with respect to fee payment:
  - 21.2.1. Students may only schedule the Defense of their Dissertation during a term in which they have matriculated.
  - 21.2.2. Students who have not yet *obtained final approval of their Dissertation* must pay the continuing *Matriculation Fee of 10,000 Baht per term*. This fee pays for continued advising of the student and use of College facilities.
  - 21.2.3. Students who must make revisions to their Dissertation after the defense must continue to matriculate until the final approval of revisions to the Dissertation is given.
- 21.3. A student who is not Registered (i.e., does not have *Active Student Status*; see below) may not take the Qualifying Exam, use College facilities, defend a Proposal or Dissertation, or otherwise complete graduation requirements during that trimester.
- 21.4. It is the student's responsibility to maintain *Active Student Status* throughout the course of Doctoral study. Failure to maintain *Active Student Status* for any trimester during the period of study can result in disqualification from the program. Students who do not meet this condition may be required to formally apply to the Ph.D. Program Committee for readmission. The Dean of the College or his/her designee must approve all re-admission decisions.

## 22. Leaves of Absence

- 22.1. Students may encounter unforeseen personal or professional problems that force them to leave school for a period of time during their course of study. In this case the student must request a *Leave of Absence*. The Ph.D. Program Chair must approve a request for a *Leave of Absence*.
- 22.2. Even while on a *Leave of Absence* the student must continue to maintain *Active Student Status*. The student will pay a Continuing Registration Fee of 3,000 Baht per trimester in order to maintain active student status during a *Leave of Absence*.
- 22.3. The maximum length of a *Leave of Absence* is two trimesters. Exceptions to this rule require special request and approval by the Dean of the College.
- 22.4. *The Leave of Absence does not extend the total 6 year study time allowed.*
- 22.5. While on *Leave of Absence* student may not use the campus facilities, sit for Examinations, receive faculty advising on their dissertation or other research projects, defend a Proposal or Dissertation, or graduate.

### **23. Suspension of Studies Without Authorization**

- 23.1. Students may not suspend or interrupt the period of studies without first gaining authorization from the College. If a student suspends studies without authorization the following consequences will take effect.
- 23.2. During the period in which the student has suspended his/her studies without authorization, s/he is no longer on *Active Student Status*. S/he will not be allowed to sit for Examinations, receive faculty advising, defend a Proposal or Dissertation, or graduate. The student also loses the privilege to access College facilities (e.g., e-mail, library).
  - 23.2.1. The student must submit a written request to resume the program of studies to the Ph.D. Program Chair. This request must be approved by the Program Chair.
  - 23.2.2. If the request is approved, on returning to the College, the student will be required to pay a *Suspension of Studies without Notification* fee of 10,000 Baht in addition to the 3,000 Baht *Leave of Absence Fee* for each trimester for which s/he did not register.
- 23.3. Students who have *Suspended their Studies without Notification* for two or more trimesters will be automatically dismissed from the program. In order to resume studies, the student must officially reapply to the Doctoral Program.

### **24. Dismissal from the Doctoral Program**

- 24.1. Students are subject to dismissal from the College based on the following cases:
  - 24.1.1. Students whose cumulative GPA falls below 2.50 in any one term or whose GPA remains below 3.00 for two consecutive trimesters.
  - 24.1.2. Students who receive Unsatisfactory for any course graded on the Satisfactory/Unsatisfactory scale (Dissertation Seminar in Management, Directed Reading or Current Topics in Management), or did Not Pass one of the assigned pre-requisite courses.
  - 24.1.3. Students who have violated the university rules and regulations including plagiarism, falsification, and/or fabrication of work, cheating during examinations or on assignments, serious damage to College property, drug use, gambling, stealing, other inappropriate behavior.
  - 24.1.4. Students who fail to complete program requirements in the allotted period. This also includes the Qualifying Examination, the Defense of the Dissertation Proposal, and the Dissertation Defense (including making required revisions within a 3-month period).
  - 24.1.5. Students who fail to pass the Qualifying Exam will be retired from the College.

### **25. Termination of Study**

- 25.1. Should any student wish to terminate study at the College of Management, a Termination of Study form should be submitted to the Division of Academic and Student Services.

25.2. Refund of academic fees will be made in accordance with rules stated in Section III, Part 13.

## Section VI

### *Teaching and Learning at CMMU*

#### **26. Responsibilities of CMMU Students as Learners at the Doctoral Level**

26.1. Doctoral study at CMMU is intended to meet international standards in terms of curriculum, quality of facilities, program standards, the use of IT, and instructional quality. However, just as at other universities, it is the student's initiative and effort that will make the doctoral program of study a successful one or not.

##### *26.2. Expectations for Students*

26.2.1. Ethical conduct at all times in fulfillment of their responsibilities as doctoral students within the College and in the community.

26.2.2. An attitude of inquiry and intellectual curiosity and active participation.

##### *26.3. Class Attendance*

26.3.1. Arriving for class on time, prepared to study,

26.3.2. Attending class on a regular basis,

26.3.3. Taking responsibility to collect missed class work and handouts,

26.3.4. Completing assignments on schedule.

#### **27. Responsibilities of CMMU Instructors**

27.1. The College is committed to providing students with the best possible education opportunities for studying management in English in Thailand.

27.2. *Standards for Instructors:* Our instructors will strive to meet the following standards of instruction:

27.2.1. To provide active learning geared towards stimulating students' thinking about management research and research methodology in the 21st century,

27.2.2. To treat students with respect and dignity at all times,

27.2.3. To meet the needs of different students within the curriculum,

27.2.4. To help students make connections between the theory of academic topics in the curriculum and their own research interests,

27.2.5. To emphasize the development of team work and team learning skills through frequent use of collaborative learning among students,

27.2.6. To clarify how theories developed globally can help to create new knowledge in the organizational and social context of Thailand,

27.2.7. To act as models for students in terms of behavior, speech, and punctuality,

27.2.8. To provide useful and timely feedback to students on class assignments, directed readings and other tasks.

27.2.9. To be active learners who continuously update their own knowledge with respect to their areas of research expertise and teaching practices.

##### *27.3. Instructor Evaluation*

- 27.3.1. At the conclusion of each course, students will have the opportunity to provide written evaluation of the course and its instructor. Students are encouraged to provide useful, clear and honest feedback to the instructor and the College about the course. Student feedback and evaluations will be taken seriously in terms of improving the courses and selection of instructors.

## 28. Grading System

- 28.1. The Grading system used in the College has been determined by Mahidol University and is shown in the Table below.

Letter Scale	Grade	Grade (Value)	Point	Grade Meaning
A		4.00		Excellent
B+		3.50		Very Good
B		3.00		Good
C+		2.50		Below Standard
C		2.00		Fair
D+		1.50		Poor
D		1.00		Very Poor
F		0.00		Fail
I		-		Incomplete
S		-		Satisfactory
U		-		Unsatisfactory
P		-		In Progress (for Dissertation)
N		-		Not Passed
AU		-		Audit
X		-		No Report

- 28.2. *Satisfactory and Unsatisfactory as Grades:* The evaluation of student performance in the courses Dissertation Seminar in Management, Directed Reading and Current Topics in Management is reported as S (Satisfactory) or U (Unsatisfactory). These two letter grades have no point value.

- 28.3. *I (Incomplete)* A grade assigned where course work is not completed and there are no grounds for assigning a Fail grade. It carries no credits and is not considered for GPA purposes. A course with an “I” must be completed by the end of the following trimester. Failure to complete this requirement will result in an F grade.

## 29. Repeating (Regrading) Courses

- 29.1. Students are not permitted to regrade or repeat a course in the Ph.D. program.

## Section VII

### ***Examinations and the Honor Code***

All students are required to be familiar with the provisions of the Honor System through the information provided in this Handbook. Students may obtain further information from the Ph.D. Program Chair and from the Director of Academic and Student Services. Violations of the Honor Code are cause for disciplinary actions imposed by the College.

#### **30. Types of Honor Code Violations**

- 30.1. *Falsifying or cheating* on a report, paper, exercise, problem, test, or exam, tape, film, or computer program or any other media submitted by the student to the College to meet course requirements.
- 30.2. Cheating includes the use of unauthorized aids, copying from another student's work, asking for or giving aid verbally or in writing, or any other practice inconsistent with the principles of academic honesty.
- 30.3. Plagiarism on the Dissertation, an assigned paper or work submitted to meet coursework requirements (see below for details).
- 30.4. Failure to report a known violation of the Honor Code.
- 30.5. Any action designed to deceive a faculty member, staff member, or student in order to obtain assistance in violation of the Honor Code.
- 30.6. Submission of work prepared for another course without prior authorization from both course instructors.
- 30.7. Use of texts or papers prepared by an outside agency but submitted as the student's own work.
- 30.8. Falsification of results of a research study, term paper, and any other piece of academic work.

#### **31. Examination Policies**

- 31.1. Students must be on time for the start of examinations. Students arriving more than 30 minutes after the start will not be allowed to take the examination.
- 31.2. Students may only take examinations for those courses in which they are officially registered.
- 31.3. Students who fail to take examinations (either mid-term or final) on the scheduled date without prior arrangement with the instructor or due to an emergency, such as serious illness, will not be allowed to take a make-up examination and will receive an F grade for that exam.
- 31.4. Any form of cheating or collaborating with others, including talking, whispering or signaling other students, looking at another exam paper, and crib notes or sheets on closed book exams, etc., will lead to a written warning placed in the student's official record. It may also incur some combination of the following consequences:
  - 31.4.1. Ineligibility to enroll in the next regular trimester.
  - 31.4.2. An F grade in all courses registered within that trimester.



- 31.4.3. Dismissal from the College of Management.
- 31.4.4. Upon a second occurrence of any violation of academic or ethical standards, the student will be summarily dismissed.
- 31.4.5. Any appeal by the student must be made directly to the Dean of the College or his/her Designate.

## 32. Plagiarism

- 32.1. Plagiarism is the unethical practice of taking someone else's written ideas and claiming them as your own. Plagiarism may be committed intentionally or unintentionally. In either case it is still plagiarism and considered an unethical academic practice.
- 32.2. Students should consider carefully the proper procedures for giving credit to others in both their Dissertation and Written Papers, as well as in Oral Presentations.
- 32.3. Please attend to the following guidelines regarding the citation of others' work.
  - 32.3.1. In all written work sentences that you *quote directly from another source* must be enclosed with quotation marks. Provide citations in parentheses such as:  
  
*"It takes five years or more for large-scale change to take place in large organizations" (Kotter, 1995, p. 13).*
  - 32.3.2. The full reference information must then be included in a Reference Section or Bibliography. The core research methodology courses will provide additional details on citation formats, etc.
  - 32.3.3. In all written work where you paraphrase (i.e., take the main ideas) from another source, you must cite that source in the text and include the full reference in a Reference Section or Bibliography. If it is not a direct quote word for word, you do not need to enclose it in quotation marks, but you do need to identify the source.  
  
*Kotter suggests that it takes five years or more for large-scale change to take place in large organizations (Kotter, 1995).*
  - 32.3.4. In Oral Presentations slides downloaded from the Internet or taken from a CD Rom should show the name of the source and the URL in a citation at the bottom of the slide. Slides that you create from a text where it is a direct quote (or close to one) should cite the author at the bottom of the slide.
- 32.4. *Consequences:* The College understands that students may not initially be familiar with the concept of plagiarism. During the first term of study students will be reminded of the rules concerning plagiarism and the seriousness of violating this standard. We hope to guide students towards an understanding of proper conduct in this regard.
  - 32.4.1. During the coursework, Instructors or Advisors will follow the following actions to reprimand students who violate the plagiarism standard in writing papers and/or making presentations:
    - 32.4.1.1. Give a verbal warning;

- 32.4.1.2. Determine the necessary consequences for the course (e.g., 0 points on the assignment and/or rewriting of the assignment);
  - 32.4.1.3. Depending upon the seriousness, the instructor or advisor may also inform the Ph.D. Program Committee.
- 32.5. The second time that an instructor notices this behavior, or if an instructor deems the violation to be particularly serious on first occasion, s/he will report the violation to the Ph.D. Program Committee. The Committee may choose to meet with the student. Depending upon the outcome, a notation may be made in the student's record at the College. If the violation is considered severe, the Committee may recommend dismissing the student from the College (even upon first violation), subject to approval by the Dean of the College.
- 32.6. The second time that a student has committed an Honor Code violation of sufficient seriousness to warrant notation in their student file, the student is subject to immediate dismissal from the College.
- 32.7. At the Dissertation stage of study, i.e. after passing Advancement to Candidacy, the College assumes that the student has already learned proper procedures with respect to the issue of plagiarism.
- 32.7.1. The Program Chair may issue *a single verbal warning along with a written notation for the student's official record in case of a minor instance of plagiarism*. For example, copying a small number of lines of text from another source without proper reference. A second instance of minor plagiarism may result in the student's dismissal.
  - 32.7.2. Any case of plagiarism not covered by the above rule may result in direct dismissal from the college. This includes copying one or more pages of text or research results from another source without due quotation and/or reference. Further, it covers cases of plagiarism deemed to have damaged the reputation of the College, e.g. leading to complaints received from outside the College, or plagiarism discovered in research work published, circulated or presented outside the College.
- 32.8. Note: The consequences for plagiarism are not limited to the period of study while at the College. After graduation, if it is discovered that a student engaged in plagiarism while studying at CMMU (e.g., in the Dissertation or in published academic articles), the student's degree may be revoked.
- 32.9. In case of dismissal due to plagiarism under 32.5, 32.6 and 32.7, or revocation of the degree under 32.8, students may appeal to Ph.D. Program Committee. In case the Ph.D. Program Committee decides to grant the appeal, this needs to be approved by the Dean of the College.

## **Section VIII**

### ***Graduation Requirements***

#### **33. Graduation Requirements**

- 33.1. Pass the pre-requisite courses, as assigned to address limitations in the student's background knowledge or English proficiency,
- 33.2. Complete the required courses for 12 credits, complete specialization courses for at least 6 credits, and complete 45 credits of the doctoral dissertation, for a total of at least 63 credits,
- 33.3. Achieve GPA of at least 3.00 in the coursework, and Satisfactory for any course that is graded on a Satisfactory or Unsatisfactory scale,
- 33.4. Receive a grade of Pass on the Qualifying Examination,
- 33.5. Receive a grade of Pass on the Defense of the Dissertation Proposal as examined by the Dissertation Committee,
- 33.6. Receive a grade of Pass on the Dissertation Defense as examined by the Dissertation Committee,
- 33.7. Achieve acceptance of at least one publication, that is part of the Dissertation, in an international peer-reviewed academic journal approved by the Program Committee (the acceptance letter and other evidence need to be submitted),
- 33.8. Discharge all financial and other obligations.

#### **34. Program Duration**

- 34.1. Students who do not meet all requirements within the six-year period of time will be automatically retired from the College.
- 34.2. The only exception to 34.1 is for students who have met all graduation requirements (including Pass the Dissertation) and have submitted a paper for publication to international peer-reviewed academic journal, but are waiting for acceptance of the paper.

## Section IX *Other Regulations and Services*

### **35. International Students**

35.1. Applicants for admission as doctoral students from countries other than Thailand should follow the guidelines listed below:

#### 35.2. *Admissions Requirements*

Submit an application for admission, official certificates and detailed transcripts of academic records from each institution attended several months in advance of the opening of the trimester in which applicants expect to attend. If certificates and transcripts are not in English, they must be accompanied by certified English translations. Applicants must meet all the admission requirements set by the College of Management.

#### 35.3. *Statement of Financial Responsibility*

Applicants must also submit a statement of financial responsibility to the Division of Academic and Student Services to be considered for admission to the College of Management. All required documents must be submitted in English.

#### 35.4. *Letter of Authorization to Study*

Prior to entering Thailand, international candidates who have been accepted by the College of Management shall obtain a letter from the College to be presented to the relevant Thai authorities, to attain the appropriate non-immigrant visa.

#### 35.5. *Visa*

Tourist visas, which usually allow visitors to stay in Thailand for 30 to 90 days, are not appropriate. Entering Thailand without the proper visa will require having to leave and re-enter the country.

### **36. Facilities and Services**

Students in the College of Management students have access to the following facilities and services:

36.1. *Libraries:* The College Library, the University's Central Library at the Salaya campus, and the Library-Net which links all university libraries around the country.

36.2. *PhD Center and IT Facilities:* The College provides a PhD Center with work places, meeting rooms, a network printer and computers with access to the Internet and the college network. Students who have advanced to Candidacy are not expected to be present on campus full-time and therefore the work spaces and computer facilities are shared among Ph.D. students, and not available on an individual basis. E-mail services are provided to each student.

36.3. *Research*: The Ph.D. Program, in collaboration with the Research Department will organize research seminars on selected topics of interest to students and faculty.

36.3.1. The Ph.D. Program, in collaboration with the Research Department, will offer students the opportunity to present their Dissertation research – either in progress or completed – to Faculty members and fellow students for comments and suggestions.

36.3.2. The Ph.D. Program, in collaboration with the Research Department, stimulates and offers funding for presenting academic work at seminars and conferences, both national and international. This funding is available for doctoral students upon request and approval. Approval depends on the quality of the conference and availability of budget.

### **37. Transcripts**

37.1. Official transcripts of records will be made available to students for a fee of 40 Baht.

37.2. No official transcripts are made available directly to students. The application for transcripts must be made in writing by the student on forms provided by the Registration Office.

37.3. Forms should be filed at least one week before the transcript is required. *Transcripts will be withheld if a student owes money to the College at the time of the request.*

### **38. Change of Name, Surname and /Address**

38.1. Students wishing to notify the College of a change of address during and between trimesters should complete and submit it to the Registration Office in the Division of Academic and Student Services.

### **39. Student Activities**

39.1. The College of Management, Mahidol University supports the sponsorship of events with the Student Council. The College provides means for student involvement in campus matters, extra curricular activities that would prepare the students for further education and/or career development.

**\*\*For more information, please contact the Division of Academic and Student Services.**

## Section X Course Descriptions

### Course Descriptions

### Credits(lecture-lab-self study)

#### (1) Pre-Requisite Courses

##### **MGMG638 Quantitative Research Methods in Management I 3(3-0-6)**

Introduction and measurement scales; Data screening; Methods of data collection; Surveys; Sampling methods; Sampling distributions of estimators; Confidence intervals; Hypothesis testing; T-tests for the mean; Correlation and simple linear regression; Introduction to multiple regression; Non-parametric tests; The use of statistical programs.

##### **MGMG 639 Quantitative Research Methods in Management II 3(3-0-6)**

Intermediate-level statistical techniques widely applied in management and business research studies; Multivariate models; Factor analysis; Multiple regression models; Non-parametric methods; Application of statistical techniques to management research problems and use of the corresponding functions in SPSS or a comparable computer program.

##### **MGMG 757 Academic Writing and Publication 3(3-0-6)**

Developing a paper for publication in an academic journal; Developing advanced academic writing skills; Producing an academic paper; Reviewing literature and connecting ideas; Writing for academic journals; Learning the editorial and peer review process at academic journals; Responding to referee reports and editor suggestions; How to select a suited target journal for a paper.

#### (2) Core Courses

##### **MGMG 711 Advanced Management Theories 3(3-0-6)**

Major theories and theoretical concepts in the field of management; Theory of organizations and their interaction with the general environment; Schools of thought in management; Theory in organizational behavior, strategy, leadership, marketing, finance, entrepreneurship and technology management; Conceptual models, hypotheses and propositions in management; Synthesizing theories.

##### **MGMG 712 Advanced Management Studies 3(3-0-6)**

Major empirical studies within in different management disciplines, such as organizational behavior, strategy, leadership, marketing, finance, entrepreneurship and technology management; Empirical evidence on the testing of the theories and theoretical concepts in the field of management; Systematic review and synthesis of the empirical literature within the area of specialization within management; Presenting results of a literature review effectively, verbally and in writing, using appropriate IT tools.

##### **MGMG 800 Advanced Management Problems and Ethics 3(3-0-6)**

Management problems in the main management disciplines (organizational behavior, strategy, leadership, marketing, finance, entrepreneurship and technology management); Applying and integrating knowledge to analyze management problems; Professional integrity and good

governance in management; Definition of researchable problems in management; Ethics in management studies.

**MGMG 801 Advanced Data Analysis for Management Research 2(2-0-4)**

Data collection methods in management research; Advanced techniques for data analysis; Research design and planning; Testing hypotheses derived from management theories with empirical data; Drawing conclusions from data analysis; Presenting results from data analysis; IT tools for data analysis in management; Ethics in data analysis.

**MGMG 802 Dissertation Seminar in Management 1(1-0-2)**

Discussion of issues and ideas from the management literature; Selection of research topics in management; Development of the dissertation proposal.

**(3) Specialization Courses**

**MGMG 600 Research and Publication in Marketing 3(3-0-6)**

The application of advanced research methodology to marketing problems; Planning and execution of research projects; Theory construction; Conceptualization and measurement of behavioral constructs; Research design; Data analysis using a wide variety of statistical techniques; Design and executing of research projects using actual data; Evaluate research results, and develop manuscripts for publication consideration.

**MGMG 636 Directed Reading in Specialized Area 2(2-0-4)**

The literature in the area of specialization; Guided learning supervised by the advisor; Key theoretical and empirical articles in the area of specialization; Literature review and synthesis; Identify literature gaps.

**MGMG 637 Research Apprenticeship in Specialized Area 3(3-0-6)**

Participating in ongoing research projects as a research assistant; Practicing in the conduct of research in the area of specialization, under supervision of a faculty advisor.

**MGMG 640 Quantitative Research Methods in Management III 3(3-0-6)**

Advanced-level quantitative and statistical techniques in management research studies; Testing management theories with empirical data; Confirmatory factor analysis; Structural equations modeling; Multi-variate analysis of variance; Logistic regression; Multinomial regression; Time series models; Stationarity and cointegration of timeseries data; Application of advanced statistical techniques to management research problems; Applying information technology for statistical analysis in management.

**MGMG 641 Qualitative Research Methods in Management 3(3-0-6)**

Qualitative research design; Theory and propositions in qualitative research; Qualitative research methodologies; Focus groups; Interview techniques; Case study research in management; Research ethics; Validity in qualitative research; Qualitative data analysis using information technology.

**MGMG 642 Advanced Topics in Management**

**3(3-0-6)**

Cutting edge knowledge in management and application in the real world of practice, covering the management domains including organizational behavior, strategy, finance, marketing, technology management and entrepreneurship.

**MGMG 643 Advanced Seminar in Management**

**3(3-0-6)**

The latest developments in the field of management; Evaluate key recent findings in the management literature; Recent advances in management practice; Case studies; Research gaps in the field of management; Trends in research methodology in management studies; Develop manuscripts for publication in the management field.

**MGMG 648 Current Topics in Management**

**1(1-0-2)**

Current theories and theoretical concepts in the field of management; Organizational studies; Transaction cost theory and agency theory; Environmental effects and strategic behavior; Organizational linkages and networking; Technology management and innovation; Power and organizational politics; Theory building in management research.

**MGMG 670 Empirical Research Methods in Finance**

**3(3-0-6)**

Empirical research in finance with emphasis on research methodology; Empirical research techniques exploring event study methodology; Tests of market efficiency; Regression analysis with censored/limited dependent variables (Logit, Tobit); Multinomial logit regression analysis; Panel data models (fixed-effects, random-effects); Instrumental variables (IV) estimators, 2SLS; Recent finance research relating to the aforementioned techniques; Application of statistical software, namely SAS, SPSS, and STATA, in finance research.

**MGMG 671 Advanced Organizational Behavior**

**3(3-0-6)**

The on-going developments in research in the academic field of organization studies; Major theories; Theoretical concepts; Current research and research gaps in the field; Organization theory and design; Cross-cultural management; Human resources Management; Organizational politics and knowledge management; Organizational culture; Motivation; Equity and justice in the workplace; Conflict and minority influence.

**MGMG 672 Communication Skills for Academic Research**

**3(3-0-6)**

Boosting the relevant communication skills to students' confidence and enabling them to produce successful thesis reports and presentations.

**MGMG 714 Management Research**

**3(3-0-6)**

Overview of academic research; Selecting research topics and developing research proposals in management; Research topic/concept selection and explication; Discussion of ideas; Research topics in management; Theory construction and hypothesis development; Research design and data analyses in management; Measurement, designing and conducting surveys in Asia; Issues in cross-cultural studies; Research ethics in management.

**MGMG 715 Research Design in Management Studies**

**3(3-0-6)**

Introduction to research design; Types of research design; Causation and logical arguments; Samples, sampling and study cases; Comparative claims and comparator group designs; Designs including time; Treatments and controlled interventions; Qualitative, quantitative and mixed



methods; Selection of research methods; Challenges in case studies; Proposal structure and writing; Literature review and theory development; Research ethics and research integrity.

**MGMG 804 Machine Learning and Artificial Intelligence in Management Studies**

**3(3-0-6)**

The application of machine learning methods to analyze data in management and business research studies; Applying the latest information technology and algorithms for statistical analysis in management; K-means clustering; Ridge and Lasso regression; Decision trees for continuous target variables; Classification with logistic regression models; Classification trees for discrete outcomes; Bagging and random forest algorithms; Neural networks; Support vector machines; Introduction to machine learning software and coding, using Python and R.

**MGMG 805 Management Education Skills**

**3(3-0-6)**

Developing capacity for learner-centered teaching in management programs; Management course design; Lesson design; Enhancing student thinking in management programs; Learner-centered teaching strategies; Motivating and engaging management students to learn; Problem-based learning in management; Using video, e-learning and online tools in teaching management; Using rubrics for assessment in management courses; Making effective presentations in management courses.

**MGMG 806 Digital Marketing and Social Media Management**

**3(3-0-6)**

Analyzing digital marketing and social media management strategies; Target audiences; Social media advertising; Social media platforms; Management of social media campaigns; Metrics in digital marketing and social media management; Search engine optimization; Analyzing site traffic; Content creation; Network expansion strategies; Analyzing successful digital marketing and social media campaigns; Word-of mouth and reviews in social media and digital marketing; Ethics and privacy issues in digital and social media marketing.

**MGMG 807 Seminar on Qualitative Management Studies**

**1(1-0-2)**

In-depth discussion of management studies that use qualitative research methods; Discussion of research designs; Exchange of ideas on the use of case studies, interviews, focus groups and other qualitative research methods in management.

**(4) Dissertation**

**MGMG 699: Dissertation**

**45(0-135-0)**

Identifying research proposal; Conducting research with concern of research ethics; Data collection and analysis; Interpretation of the result; Reporting the results in the doctoral thesis; Presenting and publishing research in international peer-reviewed journals; Ethics in the dissemination of the research results