



**KRANNERT SCHOOL OF MANAGEMENT  
OBHR PH.D. PROGRAM<sup>1</sup>**

The OBHR Ph.D. program provides students exposure to the fields of organizational behavior and human resource management through rigorous training and socialization. Specifically, students will work closely with OBHR faculty to develop and publish top quality research and will be exposed to and engage in in-depth discussions about the most recent research developments in the field of OBHR through brown bags, speaker series, and other events geared toward the development of critical research skills. In addition, students will take a blend of organizational behavior and human resource courses and gain specialized knowledge from their curriculum by their choice of courses in their minor. Finally, students will serve as teaching assistants and instructors for undergraduate courses in OB and HR to develop essential teaching skills. This document provides an overview of program requirements. Students are encouraged, however, to work with their Ph.D. advisor to ensure they fulfill all program requirements and develop a knowledge base that is appropriate for their career goals.

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## OBHR PH.D. PROGRAM REQUIREMENTS

All OBHR Ph.D. students are required to complete the following, with the understanding that failure to complete a requirement or unacceptable performance on a requirement will lead to probationary status and/or ultimate dismissal from the program:

- The graduate school requires 90 credits for a Ph.D. degree. Of these, 38 credits of appropriate graduate coursework are required to satisfy Krannert requirements, as detailed in the following section.
- Complete and present to the OBHR area an OBHR 606 research project, comprised of two parts: a research proposal prior to the end of April of their first year, and a final presentation that includes acquisition and analysis of data prior to the end of October of their second year. These two parts can be sequential (data collection and analysis follows from the earlier proposal) or separate (data collection and analysis is for a separate project in the event the student wishes to pursue something different after the proposal stage). Students will formally register for OBHR 606 credit during the fall semester of their second academic year.
- Pass the preliminary examination during the summer following their second year in the program.
- Develop effective teaching skills by serving as a teaching assistant and instructor for at least one course during their first two years in the program and possibly additional OBHR courses thereafter, as needed by the OBHR area.
- Competently contribute to research projects that lead to paper submissions for presentations at national conferences and for publication.
- Absent extraordinary circumstances, attend department wide learning events such as OBHR distinguished scholar lectures and brown bags, and faculty and student presentations.
- Submit and defend a dissertation proposal. Specifically:
  - Once a student passes the preliminary examination, it is important to maintain momentum moving toward the dissertation phase while working steadily on refereed publications to enhance the vita. Also, fifth year funding, while dependent on financial availability, is likely offered to students in good standing. It is therefore strongly recommended that students strive to have a dissertation proposal drafted and reviewed by their committee within 15-20 months of passing the preliminary examination.
  - The labor market for faculty positions is increasingly competitive and we want to ensure students present themselves as strong, prepared candidates with the highest chance of success. Therefore, in accordance with convention at peer institutions, we strongly encourage students to have a defended dissertation proposal before seeking faculty letters of recommendation or going on the job market. That is, the general expectation is that it is in your best interest to have the proposal defended prior to exploring the market.
- Complete and defend the final dissertation.

## Coursework Requirements

1. MANAGERIAL SKILLS. In accordance with Krannert policy, take any two of the courses below. These may be waived for equivalent masters level courses, or for other prior experiences or courses the student's advisor deems appropriate. The student and his/her advisor are responsible for obtaining the appropriate waiver(s). 5-6 credits
  - a. MGMT 600 Accounting for Managers (3 cr)
  - b. MGMT 610 Financial Management (3 cr)
  - c. MGMT 620 Marketing Management (3 cr)
  - d. MGMT 650 Strategic Management I (3 cr)
  - e. MGMT 660 Introduction to Operations Management (3 cr)
  - f. OBHR 681 Managing Behavior in Organizations (2 cr)
  
2. RESEARCH METHODS 15 credits
  - a. OBHR 605 Research Methods (3 cr)
  - b. Students choose with the help of their advisor 15 credits of graduate statistics and additional research methods from a slate of courses such as introduction to statistics, ANOVA and experimental design, regression analysis, multivariate statistics, multi-level analyses, structural equation modeling, and psychometric theory. Students should consult with their advisor regarding the order in which they take these courses and check with course instructors well in advance regarding prerequisite courses.
  
3. OBHR MAJOR COURSEWORK 12 credits
  - a. OBHR 683 OB survey (3 cr)
  - b. OBHR 684 HR survey (3 cr)
  - c. OBHR 690-Advanced Topics in OBHR Courses (2-3 cr as offered)
  - d. Independent Study (variable hours)
  - e. OBHR 606 Research practicum (2 cr)

\*690 courses will be offered when there is faculty capacity and motivation to teach. In the absence of seminars, students are expected to sign up for independent study with their advisor and/or other willing faculty members. If 690 seminars are offered, it is expected that students will take such courses.
  
4. MINOR COURSEWORK 6 credits

Students design minors with help from their advisor. A minor in I/O Psychology is recommended. Please contact the I/O Psychology department for course offerings well in advance (Courses are generally scheduled up to a year in advance).
  
5. TOTAL (not counting dissertation credits) 38-39 credits

### **OBHR 606: THE RESEARCH PRACTICUM**

**Purpose.** The research practicum is a two-phase requirement of all OBHR Ph.D. students with several objectives in mind.

- To challenge students to apply methodological and theoretical knowledge they have gained in their first year of study, as a first tangible step toward becoming an independent scholar.
- To guide the students into a significant research effort early in their program.
- To promote students working as research colleagues with faculty.
- To provide an early opportunity for students to be a lead author on research that has publication potential.

**Requirements.** To fulfill the OBHR 606 requirement, an OBHR Ph.D. student must:

- By February of their first year, arrange with an OBHR faculty member to serve as the OBHR 606 advisor, and inform the Ph.D. Coordinator of this choice.
- The Ph.D. Coordinator will inform the Area Head that a 606 course needs to be created for the next fall semester, and the Area Head will designate the advisor as the instructor of record if the Area Head deems that person to be a suitable instructor for 606.
- Conduct research under this faculty advisor's guidance that is of sufficient quality that the work has publication potential, assuming results are forthcoming. Although ultimate authorship order may change over the longer-term evolution of a project, the student must take charge of this project to the extent that their work justifies first-author status.

**Specific steps to fulfill this requirement are as follows:**

(1) During the spring semester of their first year, craft a research proposal that comprises a literature review, develops several testable hypotheses, and describes a proposed method that will be used to test those hypotheses.

(2) Present this proposal to OBHR faculty, with the advisor and at least two Ph.D. committee members present, during April of their first year (Phase 1). If at least two committee members, in communication with the Ph.D. Coordinator, deem the proposal unsatisfactory, the student will need to revise the proposal and present it again within the following two months. The student has one such makeup chance.

(3) Assuming successful completion of Phase 1, formally register for OBHR 606 in the fall of their second year of Ph.D. study.

(4) Complete an empirical study by September of their second year, including acquisition and analysis of data. For this requirement, students are encouraged, but not required to pursue the study proposed in their research proposal. If they do not, the empirical study they pursue still must be grounded in theory and literature.

(5) Present the completed empirical study to faculty, with the advisor and at least two Ph.D. committee members present, during October of their second year. If at least two committee members, in communication with the Ph.D. Coordinator, deem the presentation unsatisfactory, the student will need to make it up per the below guidelines.

(6) Make sure the faculty advisor submits a final grade for OBHR 606 (pass/fail) when it is completed.

**Timeliness.** Annual student evaluations will reflect timely completion of each 606 phase. In the event of delayed progress, the following are addition formal deadlines:

- (1) For Phase 1, a student will be placed on probation if they fail to complete it by the end of the summer of their first year. Program funding will be discontinued if they fail to complete it by the end of the fall semester of their second year.
- (2) For phase 2, a student will be placed on probation if they fail to complete it by the end of the fall semester of their second year. Program funding will be discontinued if they fail to complete it by the end of May of their second year.
- (3) In the event of a failed initial 606, students may redo their 606 one time within six months, provided they are in good program standing at the time of the original Phase 2 presentation (i.e., if a student who is not in good standing also fails the original 606, they will be dismissed from the program without the opportunity for a redo).

**Some additional 606 guidelines:**

- During the first six months of study, students need to talk with faculty about research ideas the student has that might be suitable for a 606 project. This implies the need for considerable additional reading of the literature, beyond required seminar readings, during this time.
- By February of the first year, the student should have reached an agreement with a faculty member to serve as the 606 advisor, and preliminary plans should be in place for the research work.
- Students need to consider the scope of the project they undertake: too small and it lacks interest; too large and the student may run into real time conflicts as they strive to complete each phase of the project.
- Students should be ambitious; although understood that this project is smaller in scope than a dissertation, they should seek to engage in a project that has real publication potential. The 606 project can be a great start to building a student's research record.
- Students need to be realistic and look at the faculty's strengths and their areas of ongoing research. Moving in directions where there is little faculty expertise may leave a student without much guidance for his or her work.
- The 606 data can be previously collected or new. However, it is important that the student is the main scholarly driver and first author on this project, as ideally it could be submitted to a journal or serve as a pilot study for a later project.

### **PRELIMINARY EXAMINATION FOR THE OBHR PHD**

For each student, an examining committee comprised of at least three OBHR faculty members will administer the preliminary examination.

1. Prelims will typically occur once a year on prescheduled dates in June or July.
2. Students are expected to have completed all research methods coursework requirements, all major coursework requirements, and all minor coursework requirements by the end of their 2<sup>nd</sup> year and to take prelims in June or July after their 2<sup>nd</sup> year. Students may still have some managerial skills courses to take. The school only requires completion of method, major, and minor courses before taking prelims.
3. The exam will have two days of closed book examination, with the following parameters:
  - a. For each day, students must answer at least two questions (minimum of four questions total) drawn from the OB, HR, and/or Research Methods fields of knowledge with a particular emphasis (but not limited to) content covered in seminars.
  - b. No day shall exceed 7.5 hours of examination (including a 30 minute break)
  - c. The faculty member coordinating the exam is encouraged to provide multiple questions from which a student can choose in order to satisfy each question requirement.
4. If a student fails the exam, a make-up exam will be offered no later than six months following the initial exam date. This make-up will be similar in format to the original exam.
5. Students may retake prelims one time, provided they are in good program standing at the time of the original exam (i.e., if a student who is not in good standing fails the original prelim exam, they will be dismissed from the program without the opportunity for a re-take).

## DISSERTATION PROPOSAL AND FINAL DEFENSE FOR THE OBHR PHD

### Doctoral Dissertation Proposal/Dissertation Committee Requirement

Within 15-20 months after passing the preliminary examination, students are expected to formally present, and defend, a dissertation research proposal to his or her formal dissertation committee. In keeping with Graduate School requirements, the dissertation committee shall consist of at least 4 members. The chairperson or at least one of the co-chairs must be from the student's Major Area. At least 3 members must be from the Krannert graduate faculty. It is the student's right to choose and alter the composition of the dissertation committee. However, it is the right of the faculty to decline any student's invitation to serve as a dissertation committee member or chair.

To be accepted, a student's dissertation proposal is expected to represent substantial progress toward completion of a doctoral dissertation along with a statement of further work to be performed (e.g., data to be collected and analyzed, etc.). Once a student's research proposal is accepted by his or her advisory committee, it is to be considered a "contract" which will guide the student through the final preparation of his or her dissertation. If the research proposal is not accepted by the dissertation committee, the student may be given the opportunity to make a second attempt. However, significant delay in achieving an acceptable proposal may be cause for withdrawal from the program.

### Defense of the Dissertation Requirement

For the dissertation, students are expected to demonstrate competence and ability to conduct research as an independent scholar. Also, the dissertation is expected to be a research effort that makes a contribution to the body of knowledge it addresses. During the conduct of the dissertation, students are encouraged to consult their doctoral dissertation committee frequently, especially their chairperson or co-chairs. It is the student's responsibility to keep the committee informed at all stages.

A student's public defense of his or her dissertation is required and is open to other faculty and PhD students. The following procedures hold for the dissertation defense and need to be followed:

1. The dissertation must be approved by the dissertation chairperson before it is submitted to the final examining committee. Each member of the dissertation committee shall receive a copy of the dissertation at least two weeks before the date of the final defense.
2. Written notice of the dissertation defense shall be given to OBHR faculty and students approximately two weeks prior to the defense.
3. Copies of the dissertation abstract shall be circulated along with a written defense announcement.
4. The defense will be conducted by the dissertation committee under the guidance of the dissertation chairperson. The defense format should allow for adequate presentation of the research work and sufficient time for questions and answers by the committee and others present. The format should also include a time when the public is excused so that the dissertation committee may ask further questions of the candidate or deliberate among themselves.
5. In keeping with Graduate School regulations, only the dissertation advisory committee has the authority to vote for or against the acceptance of the dissertation. These regulations also state the decision rule to be used in determining the final outcome of the defense. Currently, for example, there may be a maximum of one dissenting vote in a successful defense of a dissertation.

Overall, students are cautioned to familiarize themselves with the full set of school and university regulations regarding dissertation format and procedures. It is advised that students work very closely with their chosen dissertation chairperson (or co-chairs) to meet their expectations on the dissertation, as well as their entire dissertation committee.

## EXAMPLE CHRONOLOGY FOR AN OBHR PH.D. STUDENT

### 1. Year 1

- a. Coursework: First two statistics courses, one research methods course, major and minor courses.
- b. Serve as a research assistant for two designated faculty members (either 10 hours each in a semester, or 20 hours with one in the fall and one in the spring; 20 hours a week total).
- c. Potentially serve as a teaching assistant in the introductory undergraduate OB and HR courses (1/2 TA, which includes time spent attending the class sessions).
- d. Get to know your colleagues and begin to explore research they are conducting.
- e. Begin thinking about your 606 research project and a faculty 606 advisor in the fall semester. Plan a 606 research study in the spring semester, present a proposal to faculty in April, and formally register for the OBHR 606 practicum for the upcoming fall semester.
- f. Absent extraordinary circumstances, attend all professional departmental events, such as job talks and brown bags.

### 2. Year 2

- a. Coursework: Finish methods coursework (multivariate stats, elective); finish OBHR major and minor coursework.
- b. Each student presents his or her OBHR 606 project at an OBHR brown bag by October.
- c. Submit a paper to a national conference such as the Academy of Management Conference (deadline of mid-January).
- d. Potentially serve as an instructor for OBHR 330 (OB) or OBHR 428 (HR)
- e. Serve as a research assistant to designated faculty if you do not have a teaching assignment.
- f. Select a faculty advisor. Students may change advisors at any point during their program.
- g. In June or July, take prelims.
- h. Put paper(s) under review.
- i. Develop ideas for and commence work on lead-authored research project(s).
- j. Absent extraordinary circumstances, attend all professional departmental events, such as job talks and brown bags.

### 3. Year 3

- a. Coursework: Finish any managerial skills courses needed, take any extra seminars desired. PhD candidacy is granted as soon as prelims are passed and all coursework is completed.
- b. Submit a draft of a dissertation funding proposal (i.e., PRF grant) to your advisor if you choose to pursue one.
- c. Potentially serve as an instructor for OBHR 330 (OB) or OBHR 428 (HR).
- d. Serve as a research assistant to designated faculty if you do not have a teaching assignment.
- e. Identify a major professor and committee members for your dissertation committee.



- f. Develop dissertation proposal, per timing guidelines on p. 2 & 7 of this document.
- g. Continue progress on lead-authored research projects.
- h. Put papers under review; celebrate accepted papers and revise-and-resubmits.
- i. Absent extraordinary circumstances, attend all professional departmental events, such as job talks and brown bags.

#### **4. Year 4 and Year 5 (if applicable)<sup>2</sup>**

- a. Work on your dissertation, per timing guidelines on p. 2 & 7 of this document, defend your dissertation proposal in your 4<sup>th</sup> year (if not before).
- b. Potentially serve as an instructor for OBHR 330 (OB) or OBHR 428 (HR) if you do not have a PRF grant.
- c. Serve as a research assistant to designated faculty if you do not have a teaching assignment or PRF grant.
- d. Absent extraordinary circumstances, attend all professional departmental events, such as job talks and brown bags.
- e. Continue progress on lead-authored research projects, to best position yourself for the job market.
- f. Put papers under review; celebrate accepted papers and revise-and-resubmits.
- g. Find a job if on the job market.
- h. Defend your final dissertation, say your goodbyes, and begin the big adventure.

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<sup>2</sup> Fifth year funding, while not guaranteed, is highly possible for students who are in good standing and show promising progress toward placement at a research-oriented university. Any funding beyond a fifth year is highly unusual, will be based only on extraordinary circumstances and effort toward a top tier research university placement, and will normally rely on non-Krannert funding (e.g., faculty grant).