

haskayne
School of Business



UNIVERSITY OF
CALGARY

PhD GRADUATE STUDENT HANDBOOK

Haskayne School of Business Graduate Program Office

Welcome to the graduate program in the Haskayne School of Business at the University of Calgary. This handbook describes the program in which you are enrolled and explains the various policies and procedures that have been developed to help you succeed in the program.

Office of the Associate Dean (Research)

Key Contacts:

Dr. Sandy Hershcovis, Associate Dean Research
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Dr. Tunde Ogunfowora, Director PhD Program
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- The administrative office does not provide paper, pens, envelopes, etc.
- The administrative office is unable to take messages for students unless there is an emergency.
- Academic areas normally provide mail slots.
- Admitted students have printing privileges.
- Admitted students are provided a workspace for the duration of their degree.

Graduate Program Overview

The Haskayne PhD program is customized to fit your needs through a flexible, innovative, and student-oriented approach including, the possibility of cross-disciplinary programs. This program will allow you to work with some of the best management scholars in the world, build your student support network and develop the research and teaching skills necessary to assume positions with major universities in Canada, the United States and around the world.

The Haskayne PhD program offers outstanding students the opportunity to make a significant and lasting contribution to the field of management. We provide a collaborative, supportive and intellectually stimulating research environment for the discovery and dissemination of knowledge applicable to the business community.

The Haskayne funding package is one of the most generous among Canadian business schools.

Additionally, scholarships, opportunities for publication and co-authoring articles in leading academic journals, and support to attend conferences (in years two, three and four of the program) are available. *Request for conference support must be made BEFORE attending.*

We encourage early and continual involvement in research and give students the flexibility to explore topics of personal interest. Haskayne provides excellent supervisors who will work closely with you both in the classroom and on research projects and provide essential resources and training in quantitative and qualitative methods and research design. A Haskayne PhD enhances communication skills, creativity, critical inquiry, and confidence, in partnership with diverse professional networks and mentors.

Registration

All graduate students must register each year no later than the deadline for the annual registration month (September). You must [Initialize your enrollment](#) even when not taking courses.

Course Registration

Once you and your supervisor decide which courses you will take you can access REGISTER FOR COURSES in your STUDENT CENTRE.

- Search by course name and number (i.e., MGMT 794 Theory Development). If you can find the course in the term you want to take it, you should be able to register for it.
- If you see the course and get a message that you need department approval or that registration is blocked, you need permission to take the course. If this is the case, send an email to your Graduate Program Administrator (GPA) with the name and number of the course and your student ID. She will arrange for the necessary permissions and enroll you in the course.
- If you want to take a course in a faculty outside of the Haskayne School of Business you, will need to complete a [Change of Course Registration](#) Form. This form needs to be signed by the instructor of the course, your supervisor, the Graduate Program Director in the other faculty and the Graduate Program Director of your home program.

- If you have any questions or concerns, email the GPA.
 - o **NOTE:** You will not be able to register for any courses if you have a negative service indicator on your account. Once outstanding fees have been paid you will be able to register.

Directed Study Courses

A student or small group of students and a faculty member may wish to develop a course that is not timetabled, but specific to the research project(s) of the student(s). There is a formal process for approval and timetabling of directed study courses. Contact the GPA for more information. Students can take 2 directed study courses as part of their PhD Program.

Passing Grade Requirements

A Grade Point Average (GPA) of at least 3.00 must be maintained in each year of the program. For all graduate students, “B- “ is the minimum passing grade in any one course for students in the Faculty of Graduate Studies. A student who receives a grade of “B-“ in two or more courses may be required to withdraw regardless of his/her overall GPA in the program. The Graduate Program Director may recommend to the Faculty of Graduate Studies that a student be required to withdraw for lack of satisfactory progress in either course work or research. The Faculty of Graduate Studies, after consultation with the Graduate Program and/or Supervisory Committee concerned, may initiate the withdrawal of a student.

Annual Progress Reports

Each spring, graduate students must complete an online Annual Progress Report, which documents the work completed (research, conferences, teaching) over the last year, and upcoming plans for your graduate program. The report is reviewed and approved by both your supervisor and the Graduate Programs Director. **If you do not complete your report on time, internal funding could be suspended.**

Funding

The PhD office provides funding and tuition for all students admitted. Funding comes in the form of Graduate Assistantships and Scholarships. Funding amounts will adhere to the Graduate Students Association Collective Agreement and are subject to change. Continued funding is contingent upon the successful completion of previous graduate assistantships, as well as good academic standing and expected academic progress. Funding structure is below:

Year	Fall	Winter	Spring/Summer
Year 1	Scholarship	Scholarship	Scholarship
Year 2	½ GAT – ½ Scholarship	½ GAT – ½ Scholarship	Scholarship
Year 3	Teaching or ½ GAT – ½ Scholarship	Teaching or ½ GAT – ½ Scholarship	Scholarship
Year 4	Scholarship	Scholarship	Scholarship
Year 5	Partial Scholarship	Partial Scholarship	Partial Scholarship

Fulfillment of teaching and research obligations is expected. Payment for teaching comes from the area in which the student teaches and is included in the overall funding.

All students are expected to apply for all scholarships and awards for which they are eligible. Visit the [Graduate Studies Awards](#) database for further information.

Winning external grants, scholarships and bursaries enhances your academic record. If you win external funding or funding through a university competition, your departmental funding will be decreased, but we will ensure that you are better off than you would have been without the external funding.

Tuition and Fees

Tuition for each semester is paid by the PhD Office in the Haskayne School of Business. Tuition support is in place for 5 years.

General fees are assessed each semester and are your responsibility, as the student, to pay. Further information about fees can be found in the Grad Student [calendar](#).

PROGRAM OF DOCTORAL CANDIDATE – Fall 2024

Total number of courses required to move to candidacy: **12** (Suggested program below)

Mandatory Courses	
MGST 794	Theory Development
MGST 795	Research Development (Summer Research Project)
ISW	Instructional Skills Workshop** **In addition to the 12 mandatory courses.

Minimum number of methods courses: **5** (2 from a more restrictive list in two streams below + 3 from a broader list). Number of field courses required: **5**

STREAM A: Choose 2 from			STREAM B: Choose 2 from		
<input type="checkbox"/>	ECON 615*	Econometrics I	<input type="checkbox"/>	MGST 783	Advanced Research Methodology and Methods
<input type="checkbox"/>	ECON 715*	Econometrics II	<input type="checkbox"/>	MGST 773	Multivariate Analysis In Management
<input type="checkbox"/>	Student Choice		<input type="checkbox"/>	Student choice	i.e. Qualitative Research in Strategy and Organizations

*Courses may also be taken at the master’s level depending on the student’s background preparation.

Fall 2024	Winter 2025	Spring/Summer 2025	Fall 2025 & Winter 2026
MGST 794 Theory Development	MGST 785 Statistical Moderation Analysis	MGST 795 Summer Research Project	Student choice
MGST 784 Statistical Mediation Analysis	Student choice		Student choice
Student choice	Student choice		Student choice

Spring 2026	Field of Study Exams
Summer 2026	Instructional Skills Workshop
Fall 2026	#1 Teaching Requirement
Winter 2027	Thesis Work
Spring/Summer 2027	#2 Teaching Requirement
Fall 2027	Thesis Work
Winter 2028	Thesis Work
Spring/Summer 2028	Thesis Work
Fall 2028	Dissertation Defense

Suggested program. Students have a maximum of 6 years to complete the degree.

[Role of a Supervisor](#)

As a graduate student, you hold the primary responsibility for the completion of your degree. Graduate study requires independent learning, as well as constant collaboration between you and your supervisor. In accepting admission to a graduate program, you are agreeing to pursue studies and scholarly work on a full-time basis, under the supervision of a faculty member, to meet the regulated deadlines established by the Faculty of Graduate Studies, and to maintain open communication with your supervisor. You must actively seek to expand your knowledge and are expected to solve problems independently, to pursue opportunities to learn specific skills and to become familiar with a body of knowledge. The goal is to produce and defend a thesis. [Working with your Supervisor](#).

Your supervisor must be available for mentoring, and to provide guidance, advice, and educational opportunities. Your supervisor is expected to provide feedback and minor editing of your work on the thesis, scholarship applications, grant proposals, abstracts, and manuscripts for publication. The intellectual property rights that are expected to result from, or are necessary for your thesis work, should be discussed in advance and agreed upon between you and your supervisor. A fundamental duty of your supervisor is to impart to you the skills necessary to plan and conduct original research.

You and your supervisor are expected to go over the items in the [Checklist](#) and to check each box as that item is dealt with. Each item should prompt some discussion. Completion of this document may take several meetings, but it is expected that it will be completed by the end of the first semester of registration. The signatures at the end of this document indicate that these items have been discussed.

Supervisory Committee

The Supervisory Committee's primary focus is to establish and monitor all aspects of your training program: therefore, membership should be selected carefully.

- Doctoral students are required to have secured a permanent supervisor within the first twelve months of their program. A supervisory committee reflective of the student's research interests is required within three months after the permanent supervisor has been approved.

Functions of the Supervisory Committee

All supervisory committee members are expected to:

- participate in regular progress meetings;
- participate in additional meetings if there is unsatisfactory performance, or a change in supervisor;
- help evaluate academic progress and advise on the next year's objectives;
- ensure academic standards in the discipline;
- assist the supervisor in providing guidance, consultation, and advice on the student's research, professional development, and career goals;
- determine mutually-agreed upon expectations for feedback and best methods of communication;
- provide expertise that complements and expands on that of the supervisor;
- assist with determining topics, questions, and/or readings for Field of Study Examinations;

- evaluate the research proposal in a timely fashion, and participate as an examiner on Field of Study Examinations, final thesis and oral defence;
- provide timely feedback on draft dissertation chapters only after the student has completed at least one round of revision based on feedback from the supervisor, or on other written work;
- work together to provide the student with clear and consistent advice when their own opinions conflict or diverge on the direction of the research; and
- with the rest of the committee, approve when the thesis is ready for examination.
- **Ensure Professional Conduct.**
 - The supervisory committee should ensure that the relationship between the student and supervisor remains professional. This also pertains to members of the supervisory committee and the student. Given the power imbalance that exists within the academy, any romantic or sexual relationship (perceived consensual or otherwise) is highly discouraged and should avoided. If you become aware of such a relationship, it is your responsibility to report the situation to your Department Head or Dean. If the student comes to you with concerns, you should direct them to any of the following resources who will provide confidential support:
 - Graduate Program Director
 - Graduate Academic and International Specialists in the Faculty of Graduate Studies (grad.advisor@ucalgary.ca)
 - Sexual Violence Support Advocate: 403-220-2208
 - Protected Disclosure Advisor, Office of Diversity, Equity and Protected Disclosure (ODEPD): 403-220-4086
 - Student Ombuds Office: ombuds@ucalgary.ca
 - Student Wellness Centre: 403.210.9355

If you have challenges, issues or problems with a supervisor, faculty, staff or another student, do not hesitate to contact [Dr. Tunde Ogunfowora](#), Graduate Programs Director.

The University has an appointed Ombudsman who have help navigate any issues if required. For further information follow this link: <https://www.ucalgary.ca/ombuds/contact>

[Graduate Student Collective Agreement](#)

Exam Processes

FIELD OF STUDY

FOS (Candidacy) Exam	
Timeline for completion	Normally 28 months from start date in program; Timing is flexible
NOTES	<p>Please refer to the Candidacy Guidelines Document for complete information.</p> <p>FOS is comprised of 3 components: Written Field of Study Oral Field of Study Thesis Proposal</p> <p>Students only proceed to the next component with the successfully completion of the previous one.</p> <p>Once all three components have been completed the student will be admitted to Candidacy</p>
Committee	<ul style="list-style-type: none"> • Supervisor • Co-Supervisor (if applicable) • Supervisory Committee Member-can be any <u>approved</u> member of Haskayne, U of C or other institution • Supervisory Committee Member- can be any <u>approved</u> member of Haskayne, U of C or other institution • Internal Examiner (someone internal to Haskayne but external to the student's area of study <u>OR</u> someone external to Haskayne) • External Examiner (someone internal to Haskayne but external to the student's area of study <u>OR</u> someone external to Haskayne) • Neutral Chair (Phd Office will secure a volunteer)
Exams	<i>Supervisors are responsible for planning the exam. Supervisor to determine the committee, date, and time; and to provide to GPA. GPA will book a room if needed.</i>
Written FOS	Refer to AREA specific guidelines in Candidacy Guidelines
Oral FOS	Refer to AREA specific guidelines in Candidacy Guidelines
Thesis Proposal	<p>Normally to be completed 3 months after successfully passing Written and Oral FOS components.</p> <p>Once completed Thesis Proposal Form needs to be submitted to the PhD Office.</p>

Preparation for Candidacy

The Candidacy Regulations (“the Regulations”) govern the conduct of admission to doctoral candidacy at the University of Calgary. In the ensuing section, this document establishes program-specific requirements associated with the admission to PhD candidacy across the disciplinary areas at the Haskayne School of Business (HSB) under those *Regulations*.

Statement of purpose

Admission into candidacy in the Haskayne PhD Program requires that you have a solid foundation in theory development, research methods, and the relevant body of knowledge in your area(s) of study. It also requires that you have a well-developed plan for thesis research involving a complete proposal with a well-motivated research question and reasonable likelihood of making a significant contribution to the literature in your area(s) of study. Finally, you must demonstrate the necessary methodological skills and background preparation to be able to successfully carry out the proposed thesis research.

THESIS DEFENSE

Defense Exam Processes

Timeline for completion	Normally within 6 years from start date in program
Committee	<ul style="list-style-type: none"> • Supervisor • Co-Supervisor (if applicable) • Supervisory Committee Member • Supervisory Committee Member • Internal Examiner (someone external to the area; can be someone within Haskayne or from another faculty on campus) • External Examiner (someone external to the University of Calgary) • Neutral Chair (Phd Office will secure a volunteer)
Exams	<i>Supervisor</i> to determine the committee, date, and time ; and provide the information to the PhD Office.
7 weeks before date of exam	Student to provide title of thesis to the PhD Office. This is required to create Request for External Examiner paperwork. The title can be changed if necessary.
6 weeks before date of Exam	<i>Supervisor</i> to find an External Examiner and provide the name and current CV of the requested External Examiner to the PhD Office. The PhD Office will create the request for Approval of External Examiner form, secure the required signatures and send to Faculty of Graduate Studies (FGS) for approval.
4 weeks before date of the exam	Once the External Examiner has been approved by FGS, a Notice of Final Oral Exam (created by the PhD Office) must be submitted to FGS. Information must include Date, Time, Location, and Complete Examining Committee .
3 weeks before date of exam	<ul style="list-style-type: none"> • Student will send the final dissertation to all committee members and cc the PhD Office (except Neutral Chair). No further discussion about the document with the committee is permitted. • The PhD office will send the examiner's report form to the committee and will collect them (in confidence) prior to the defense. The exam cannot proceed until all examiner report forms have been received.
1 week before the date of the exam	The PhD Office will send a reminder of the exam to all committee members.
Day of Exam	<p>BEFORE EXAM:</p> <ul style="list-style-type: none"> • The PhD office will provide all necessary paperwork to the Neutral Chair, including the Examiner's Reports, the Report of exam, the signature sheet and guidelines for exam. <p>AFTER EXAM:</p> <ul style="list-style-type: none"> • The PhD Office will forward the pass/fail decision of committee to FGS • The PhD Office will create the student announcement.

Leave of Absence

The *Leave of Absence Policy* has been created to assist graduate students who are unable to continue their programs as full-time students. A Leave of Absence may be planned (e.g., parental/maternity leave), or unplanned (e.g., bereavement, medical requirements, family emergency). You should first discuss the proposed Leave of Absence with your supervisor and members your Supervisory Committee. You may also wish to meet with the Graduate Programs Director. If it is determined that a [Leave of Absence](#) should be pursued, you must complete the form and obtain your supervisor's approval. Written documentation outlining the reasons for the Leave of Absence should be included and the form must be submitted to the Graduate Programs Director for additional review and subsequent approval by the Dean, Faculty of Graduate Studies.

The Faculty of Graduate Studies requires that periods of leave both commence and conclude in accordance with the registration deadlines of the University of Calgary's official academic terms (September, January, May and July). If possible, the Application for Leave of Absence should be received by the Office of the Associate Dean (Graduate) at least **six weeks** before the anticipated start of the leave. If you are returning to graduate study after a Leave of Absence, you must activate your registration at the Student Centre by the registration term's deadline, as indicated in the Academic Schedule.

Withdrawal from Graduate Program

If you are experiencing difficulties with any aspect of your training, it is recommended that you attempt to resolve the situation with your supervisor (and Co-supervisor, if applicable) and/or members of your Supervisory Committee. If necessary, you and/or your supervisor can also meet with the Associate Dean (Graduate) for additional assistance. If you wish to withdraw from the Graduate Program, you must complete a Faculty of Graduate Studies' Withdrawal Form indicating your rationale for withdrawing. If applicable, you may append supporting documentation should further explanation may be required. The form and accompanying documentation to the Office of the Associate Dean (Graduate) for subsequent review and approval by the Associate Dean (Graduate), who will forward them to the Dean, Faculty of Graduate Studies. Either of the Associate Dean (Graduate) or Dean, Faculty of Graduate Studies, may request to meet with you.

Upon occasion, a student will request withdrawal from a program for a predetermined and reasonable period, with the objective of reapplying at a later date to defend his/her graduate thesis. In these cases, the student and the supervisor must complete a Voluntary Withdrawal Form. <http://grad.ucalgary.ca/current/managing-my-program/withdrawal>

A student who has withdrawn from program not more than five years previously and wishes to apply for readmission must do so within the required admission deadlines.

The student must submit an updated application form, a \$180 application fee, a letter requesting readmission and one letter of reference from the student's graduate supervisor. If

the student has been registered at another postsecondary institution since he/she withdrew from the program, official transcripts must be submitted in support of the reapplication.

The student's University of Calgary transcript will permanently reflect the Voluntary Withdrawal from the Graduate Program and the date when the withdrawal occurred.

Misconduct Information:

Information on [academic and non-academic misconduct](#) can be found in the Graduate Calendar.

General Information

Alberta Health and Wellness Coverage <http://www.health.gov.ab.ca/ahcip/AHCIP.html>

Campus Map <http://www.ucalgary.ca/map/>

Faculty of Graduate Studies (FGS) <http://www.grad.ucalgary.ca/>

The mission of the Faculty of Graduate Studies is to foster excellence, creativity, and innovation in graduate education and research at the University of Calgary. The Faculty provides leadership and support for excellence in graduate education and research to about 5,400 graduate students in 52 programs. An important responsibility is to ensure that graduate degrees granted by the University of Calgary meet high national and international standards. The faculty works to ensure that the best students are recruited and admitted to the University of Calgary by, for example, setting admission and program standards and through the administration of about \$20 million annually in financial awards for graduate study. It also promotes uniform standards of excellence across programs through establishing degree requirements, granting supervisory privileges, and approving examiners.

Graduate Student Association (GSA) <http://www.ucalgary.ca/GSA/>

The University of Calgary Graduate Students' Association represents the collective interests, but not individual opinions, of graduate students to governing bodies of the university, all levels of government and the surrounding community of Calgary. The University of Calgary GSA is a member of the Alberta Graduate Council. <http://www.albertagrads.ca/>.

GSA Health and Dental Benefits <http://www.ucalgary.ca/GSA/>

The Graduate Student Association (GSA) facilitates the health and dental coverage for fulltime graduate students. If you are covered by another health and dental plan, you may be eligible to *Opt-Out* of the GSA coverage. The deadline to Opt-Out is the same as University registration deadlines.

Student Success Centre <http://www.ucalgary.ca/ssc/>

The Student Success Centre offers a variety of services to help graduate students designed to assist students with creating a meaningful career and life following graduation and address the various stages of the career development process. Writing workshops for graduate students are also offered and include the following: Writing at the Graduate level, Dissertation/Thesis Support Group and Professional Writing Series for Grad Students.

Teaching and Learning Centre <http://tlc.ucalgary.ca>

The Teaching and Learning Centre offers various programs to prepare graduate students, postdoctoral fellows and Faculty Members for teaching.

University Health Services

<http://www.ucalgary.ca/pubs/calendar/current/healthservices.html> is located in MacEwan Student Centre and primarily focuses on providing quality health care and education to students in a reassuring friendly manner. The clinic is staffed by registered nurses, psychiatrists, family physicians, chiropractors, a nutritionist and massage therapists.