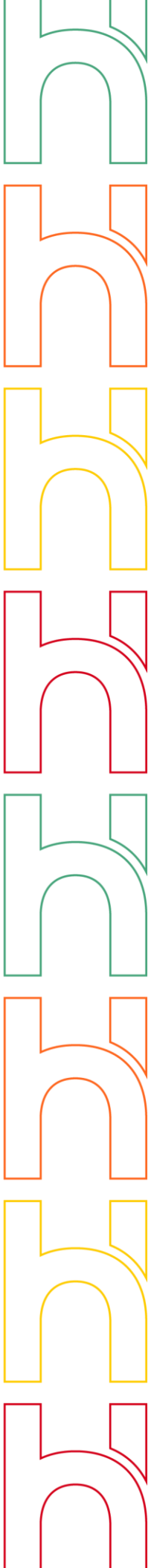
PhD in Management

Student Handbook



Haskayne School of Business | University of Calgary

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Welcome to the PhD in Management program at the Haskayne School of Business, University of Calgary.

This handbook outlines the structure, expectations, policies, and procedures that govern the program and is intended to support your successful progression from admission through dissertation completion. This handbook is intended to supplement, and does not replace, the University of Calgary Graduate Calendar and Faculty of Graduate Studies regulations. In the event of any conflict or inconsistency between this handbook and the Graduate Calendar or Faculty of Graduate Studies policies, the Graduate Calendar and Faculty of Graduate Studies regulations shall prevail.

The University of Calgary, located in the heart of Southern Alberta, both acknowledges and pays tribute to the traditional territories of the peoples of Treaty 7, which include the Blackfoot Confederacy (comprised of the Siksika, the Piikani, and the Kainai First Nations), the Tsuut'ina First Nation, and the Stoney Nakoda (including Chiniki, Bearspaw, and Goodstoney First Nations). The City of Calgary is also home to Métis Nation within Alberta (Nose Hill Métis District 5 and Elbow Métis District 6).

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Approved by	Approved date
PhD Program Committee	July 14, 2026

PhD in Management Program Overview

The Haskayne PhD in Management is a research-intensive doctoral program designed to prepare graduates for academic careers at leading research universities in Canada and internationally. The program combines rigorous methodological training, deep disciplinary expertise, and close faculty mentorship within a collaborative research environment.

The program is structured to support intellectual independence while maintaining clear milestones and expectations. Students complete advanced coursework in research methods and their specialization, comprehensive examinations, and an original doctoral dissertation that makes a substantive contribution to management scholarship. Where appropriate, cross-disciplinary pathways may be developed in consultation with supervisors and the PhD Program Office.

Doctoral students are integrated early into active research communities. Faculty supervisors work closely with students on research design, methodological development, publication strategy, and professional development. Students are expected to engage in scholarly dissemination, including conference presentations and peer-reviewed publications, as part of their academic formation.

The Haskayne School of Business provides competitive funding that is designed to enable full-time focus on doctoral studies and research progress. In addition to base funding, students may access internal scholarships, student awards, research assistantships, and conference support.

This program emphasizes the development of:

- Advanced research design and analytical capabilities (quantitative and qualitative)
- Scholarly writing and publication skills
- Teaching competence and classroom effectiveness
- Professional engagement within national and international research networks

Graduates of the program are expected to demonstrate intellectual rigor, methodological competence, research independence, and the ability to contribute meaningfully to the advancement of management knowledge.

This handbook is intended to cover policies and processes specific to the PhD in Management program and not otherwise included or fully described in the Faculty of Graduate Studies calendar and program webpages. However, some policies and processes are duplicated here for purposes of accessibility.

For additional information related to the admissions process and deadlines, program requirements, program costs and funding, all prospective students should consult the following website and relevant links: https://haskayne.ucalgary.ca/future-students/doctoral-programs/phd.

1. Admission Requirements and Process

Admission to the PhD in Management is competitive and limited to highly qualified applicants. Applicants must normally possess:

- A bachelor's degree or recognized equivalent from an accredited institution; and
- A master's degree from an accredited institution with a minimum admission grade point average equivalent to 3.5 on a four-point scale in the last two years of university work.

Standardized Test Requirements

Applicants must submit one of the following, unless they receive a waiver:

- Graduate Management Admission Test (GMAT) with a recommended minimum score of 650 (10th edition) or 595 (GMAT Focus Edition); or
- Graduate Record Examination (GRE) scores at or above the 70th percentile.

Applicants whose primary language is not English must demonstrate proficiency through one of the following:

- TOEFL score of at least 97 (iBT) or 580 (paper-based); or
- IELTS score of at least 7.0.

The English language requirement may be waived where prior degrees were completed in English, subject to University of Calgary regulations.

Finding a Supervisor

A strong supervisory match is critical to doctoral success. Haskayne faculty members are research-active scholars, and most supervise doctoral students within their areas of expertise.

Prospective students are encouraged to review faculty research profiles and may contact potential supervisors to discuss research alignment. While securing an interested supervisor prior to applying can strengthen an application, confirmation of supervision does not guarantee admission.

Prospective supervisors cannot independently assess research proposals or determine admission outcomes. All applicants must submit a complete formal application, including required supporting documentation, before suitability can be evaluated.

Admission Review Process

Applications are reviewed by the relevant academic Area. Shortlisted candidates may be invited to an interview. Final admission decisions are based on a holistic assessment of academic preparation, research potential, program fit, and available supervisory capacity.

Important Notes for Admitted Students

- 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.

2. Registration and Course Requirements

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 number and name (i.e., MGST 794 Theory Development).

- 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. They 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 PhD Program Director of your home program.
- If you wish to take courses outside of the University of Calgary, at selected Western Canadian Universities, you need to complete a Western Dean Agreement Authorization form and submit it to the Graduate Program Administrator.
- If you wish to take a course outside of the University of Calgary that is not covered under the Western Deans' Agreement and intend for it to count toward your program requirements, a Letter of Permission must be submitted and approved in advance.
- 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 up to two (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. A student who receives a grade of B- in two or more courses may be required to withdraw regardless of their overall GPA in the program. The PhD 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.**

PROGRAM OF DOCTORAL CANDIDATE – Fall XXXX

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

STREAM A: Choose 2 from				**STREAM B: Choose 2 from**		
□	ECON 615*	Econometrics I		□	MGST 754	Linear Models I
□	ECON 715*	Econometrics II		□	MGST 755**	Linear Models II
□	Third stat/ methods course	Consult with supervisor		□	MGST 783	Advanced Research Methodology and Methods

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

** Course may be substituted with another, upon consultation with the Supervisor(s) **and** Area Chair.

Sample Schedule for Stream B Student

Fall (Year 1)	Winter (Year 1)	Spring/Summer (Year 1)	Fall (Year 2) & Winter (Year 2)
MGST 754 Linear Model I	**MGST 755** Linear Model II	**MGST 795** Summer Research Project	Content Course
MGST 783 Advanced Research Methods	Content Course		Content/Methods Course * 2
MGST 794 Theory Development	Content Course		Content/Methods Course * 2

Spring (Year 2)	Instructional Skills Workshop
Summer (Year 2)	Research
Fall (Year 3)	Research

Winter (Year 3)	Research or Field of Study Exams and Thesis Proposal
Spring/Summer (Year 3)	Field of Study Exams and Thesis Proposal (Max Deadline: August 31)
Fall (Year 4)	#1 Teaching Requirement
Winter (Year 4)	#2 Teaching Requirement
Spring/Summer (Year 4)	Thesis Work
Fall/Spring/Summer (Year 5)	Thesis Work and Dissertation Defense. Note: No funding after the end of the 5th year

*This is a suggested program structure. Students have a maximum of 6 years to complete the degree.*3. Funding

3. Funding

The PhD Office provides funding and tuition for all admitted students. Funding comes in the form of Graduate Assistantships (GAT) 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. The funding structure is outlined below:

Year	Fall	Winter	Spring/Summer
1	Scholarship	Scholarship	Scholarship
2	½ GAT – ½ Scholarship	½ GAT – ½ Scholarship	Scholarship
3	Teaching or ½ GAT – ½ Scholarship	Teaching or ½ GAT – ½ Scholarship	Scholarship
4	Teaching – ½ Scholarship	Teaching – ½ Scholarship	Scholarship
5	Partial Scholarship (No "required" teaching permitted)	Partial Scholarship (No "required" teaching permitted)	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.

Conference support

Students have a total budget of $5000 for conference attendance. Pre-approval is required and not guaranteed. Support is only provided for the student's expenses, not for any member of the student's family that may be travelling with them, including partners and children. Normally, this support is available when students are presenting their research at conferences. Special consideration may be given if you are attending without presenting. The PhD Program office may support your travel for up to and including $2000 CAD for travel within North America and up to and including $3,000 CAD for International destinations.

Awards and funding adjustments

Students are expected to apply for all internal and external scholarships and awards for which they are eligible. International students are eligible to apply for national Tri-Agency funding (SSHRC, NSERC, CIHR) and are expected to pursue these opportunities where appropriate.

Total annual funding (base funding plus awards and scholarships) may not exceed **$60,000 per year**, and must comply with the University of Calgary's award holding limits in effect at the time.

When a student receives an eligible external competitive award, a portion of the award is applied toward the student's overall funding package. Students will retain a guaranteed net financial benefit equal to $10,000 plus 50% of the remaining cumulative award value(s). The remaining portion of the

award will be applied to the student's base salary. For cumulative annual award values under $10,000, the value of the award will be added to the base funding minimum.

Adjustments:

- apply to base funding only;
- will not exceed the base funding available in a given year

This approach ensures that:

- total funding increases consistently with award value;
- students are always financially better off as a result of securing additional funding;
- adjustments are applied transparently and consistently across the program.

Under no circumstances will an adjustment reduce guaranteed base funding below zero or result in total funding below the student's original funding entitlement.

A complete description of the External Competitive Award Funding Adjustment Policy is available from the PhD Office.

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 the responsibility of the student. Further information about fees can be found in the Grad Student calendar.

4. Supervision and Supervisory Governance

Doctoral education is a partnership grounded in mutual responsibility, professional accountability, and scholarly independence.

Student Responsibilities

As a doctoral student, you hold primary responsibility for the completion of your degree. Admission to the PhD program constitutes a commitment to full-time study, sustained research engagement, and adherence to the regulations and deadlines established by the Faculty of Graduate Studies and the Haskayne School of Business. Doctoral study requires both intellectual independence and ongoing collaboration with your supervisor. Students are expected to:

- Actively develop disciplinary and methodological expertise
- Demonstrate initiative in identifying and solving research problems
- Pursue opportunities to acquire specialized research skills
- Maintain regular and professional communication with their supervisor
- Make steady progress toward the completion and defense of the doctoral dissertation

The overarching goal of the program is the production and successful defense of an original thesis that makes a substantive contribution to management scholarship.

Supervisor Responsibilities

Supervisors play a central role in mentoring, scholarly development, and research oversight. Supervisors are expected to:

- Support the financial requirements of the student's research program, including costs associated with data collection, research materials, and dissemination activities, including conference attendance.
- Provide timely guidance on research design, methodological approach, and theoretical development
- Offer constructive feedback on thesis chapters, scholarship applications, grant proposals, conference submissions, and manuscripts
- Support the student's professional development and integration into scholarly communities
- Ensure that expectations regarding research standards and program milestones are clear

Supervisors are responsible for fostering the skills necessary for students to plan, conduct, and disseminate original research independently.

Intellectual Property

Expectations regarding intellectual property, authorship, data ownership, and related matters must be discussed early in the supervisory relationship and agreed upon in advance of substantial research activity.

Except in fields where authorship is alphabetical, students are typically the first author on projects in which they are the intellectual lead and have carried out the bulk of the work.

Supervisory Checklist

At the outset of the program, students and supervisors are required to review and complete the Supervisory Checklist. This document is intended to prompt discussion of expectations, communication norms, research direction, authorship practices, and professional development goals. The checklist should be completed by the end of the first semester of registration. Signatures confirm that these matters have been discussed and mutually understood.

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 for 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 defense
- 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
- Approve when the thesis is ready for examination

Ensuring 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 be 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:

- PhD 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 a close personal relationship develops between a supervisor, co-supervisor, or supervisory committee member and a Graduate Student, the supervisor, co-supervisor, or supervisory committee member involved in the close personal relationship must immediately disclose the relationship in writing to the Dean of their Faculty, or to the Dean of the Faculty of Graduate Studies. Failure to disclose a close personal relationship could lead to disciplinary action, in accordance with University policies or procedures and any applicable Collective Agreement.

Following disclosure, the supervisor, co-supervisor, or supervisory committee member will:

a. immediately remove themselves from all supervisory and professional duties related to the Graduate Student;

b. create a plan with the Dean of the Faculty of Graduate Studies and the Dean of their Faculty for recusal that will be signed by the Supervisor and the Graduate Student. If a new supervisor will be required, both supervisors must agree to the recusal plan; and

c. help ensure that any financial, research, intellectual property, and authorship commitments made to the Graduate Student are considered in the recusal plan, in order to minimize, to the extent reasonably possible, any adverse effect on the Graduate Student's financial situation, intellectual property rights, publication record and academic progress.

If you have challenges, issues or problems with a supervisor, faculty, staff or another student, do not hesitate to the PhD Program Director.

The University has an appointed Ombudsman who help navigate any issues as required. For further information follow this link: https://www.ucalgary.ca/student-services/ombuds

5. Admission into Candidacy

Admission to candidacy marks the formal transition from coursework and foundational training to independent dissertation research. The University of Calgary Graduate Regulations ("the Regulations") in the Faculty of Graduate Studies Calendar govern the conduct of admission to doctoral candidacy at the University of Calgary. Students must satisfy both Faculty of Graduate Studies (FGS) regulations and Haskayne-specific requirements to be admitted to candidacy.

The Faculty of Graduate Studies Regulations Summary can be found here.

The Faculty of Graduate Studies Regulations Relating to Candidacy can be found here.

Admission to candidacy confirms that the student has:

- A solid foundation in theory, research methods, and disciplinary knowledge
- Demonstrated integrative mastery of their Field of Study
- Developed a well-articulated and defensible thesis proposal
- The methodological competence and preparation necessary to conduct independent doctoral research

All doctoral students in the Haskayne PhD Program must successfully complete the following candidacy components:

1. All course requirements as identified in the Calendar
2. Written Field of Study (FoS) examination
3. Oral Field of Study (FoS) examination
4. Thesis proposal

A student must pass each candidacy component. A failure on a second attempt of components 2 to 4 will result in a requirement to withdraw from the program.

FIELD OF STUDY OVERVIEW

FoS (Candidacy) Exam	
Timeline for completion	No later than 36 months from start date in program
NOTES	Please refer to the Candidacy Guidelines Document for complete information. FoS is comprised of 3 components: • Written Field of Study • Oral Field of Study • Thesis Proposal Students only proceed to the next component with the successful completion of the previous one. Once all three components have been completed the student will be admitted to Candidacy

Committee	• Supervisor • Co-Supervisor (if applicable) • Supervisory Committee Member-can be any approved member of Haskayne, U of C or other institution • Supervisory Committee Member- can be any approved member of Haskayne, U of C or other institution • Two examiners from outside the student's specialization • Neutral Chair (PhD Office will secure a volunteer)
Exams	*Supervisors are responsible for planning the exam. Supervisor* to determine the committee, date, and time; and to provide to the GPA. The GPA will book a room if needed.
Written FOS	Refer to AREA specific guidelines in Candidacy Guidelines
Oral FOS	Refer to AREA specific guidelines in Candidacy Guidelines
Thesis Proposal	Normally to be completed 3 months after successfully passing Written and Oral FoS components. No later than 36 months into the program. Once completed, the Thesis Proposal Form must be submitted to the PhD Office.

5.1. Written Field of Study (FoS) Examination Overview

Students in the HSB PhD Program must complete a written field of study examination that requires them to integrate knowledge in their area(s) of study, including research methods.

Setting of questions for and the format of the written FoS examination

The questions are coordinated by the supervisor who solicits them either from the student's supervisory committee, or from the supervisory committee and instructors on doctoral courses. The format of the FoS examinations (e.g., closed-book, open-book, take-home) will be determined by each Area. Students are responsible for confirming their Area's format and expectations early with their supervisor. Unless otherwise specified, all components of the written FoS examination are normally completed within a defined exam window.

Accounting (ACCT):

The Accounting written FoS examination includes two components completed within one week:

- A closed-book, sit-down examination conducted over two days (4 hours/day), with students answering a subset of questions provided each day; and
- A 48-hour take-home critique assignment issued after completion of the sit-down portion.

Questions draw primarily from core doctoral seminars (financial and managerial accounting), with at least one required question based on a third Accounting seminar selected with supervisory guidance. The critique assignment requires a journal-standard review of an unpublished research paper (typically 8–10 pages, double-spaced), assessing the importance of the research question, methodology, rigor of

analysis, and conclusions. Questions are coordinated by the supervisor in consultation with course instructors. Exam submission procedures are coordinated through the Area Administrator and supervisor.

Business Technology Management (BTMA):

The BTMA written FoS examination consists of three parts, normally completed within one week:

- Part I: a closed-book exam (4–5 questions) completed in a single 6-hour day;
- Part II: a 24-hour paper review (maximum 6 pages); and
- Part III: a 24-hour research design exercise (maximum 10 pages) based on a single research question.

The exam emphasizes research knowledge in the specialization, drawing on doctoral coursework and core methodological approaches in the field. Questions are coordinated by the supervisor and solicited from BTMA research faculty. Submission is coordinated through the Area Administrator and supervisor.

Finance (FNCE):

The Finance written FoS examination is a closed-book, sit-down exam conducted over two consecutive days (3 hours/day), with students answering two questions per day. Students may bring formula sheets (without proofs or worked examples). Questions focus on material from four doctoral courses selected by the supervisor in consultation with the student. Students submit their answers to the supervisor, who circulates them to the examining committee.

Marketing (MKTG):

The Marketing written FoS examination is a 20-day take-home exam consisting of three questions, with a maximum total length of 45 double-spaced pages (including references and appendices). Questions typically assess: (i) research and statistical methods, (ii) theory, and (iii) general field knowledge. Questions are coordinated by the supervisor based on supervisory committee input. Students submit their completed exam to the supervisor for circulation to the examining committee.

Organizational Behaviour and Human Resources (OBHR):

The OBHR written FoS examination is a 20-day take-home exam consisting of three questions, with a maximum total length of 45 double-spaced pages (including references and appendices). At least one question assesses research methods, one assesses theory, and one assesses applications or general field knowledge. Questions are coordinated by the supervisor based on supervisory committee input, and submissions are sent to the supervisor for circulation.

Operations and Supply Chain Management (OSCM):

The OSCM written FoS examination has two components:

- An in-class, sit-down exam over two consecutive days (4 hours/day), consisting of four equally weighted sets of questions based on completed doctoral courses; and
- A 48-hour take-home assignment based on two assigned articles, with a maximum total length of 20 pages (excluding references and appendices).

The supervisor selects the courses in consultation with the examining committee (with approval by the PhD Program Director), and instructors provide questions and permitted materials. Students receive study materials and the pool of potential articles in advance, and the final article selection and take-home questions are provided immediately after the sit-down component. Marking of course-based question sets is completed by the relevant instructors, with results circulated to the examining committee by the supervisor.

Strategy and Global Management, Entrepreneurship and Innovation (SGMA/ENTI):

The SGMA/ENTI written FoS examination is a 20-day take-home exam consisting of three questions (maximum 40 pages total, including references and appendices). Questions typically assess research methods, theory, and applications/general field knowledge. Questions are coordinated by the supervisor based on supervisory committee input, and submissions are routed through the supervisor for circulation to the examining committee.

Student preparation for the written FoS examination

The student should discuss the written FoS examination format and timing with their supervisor no later than the beginning of the second semester of their second year in the program (at 16 months).

Students should consult with their supervisor and the supervisory committee for the types of questions they might ask and how to develop strategies for preparation. The student is also encouraged to consult PhD candidates in their program for advice on examination preparation.

Evaluation

Overall, all student answers should be informed responses demonstrating integrated knowledge from the student's area(s) of study. The answer to the research methodology question(s) must demonstrate critical understanding of the method(s). The student will be allowed to pass with significant deficiencies in a maximum of one *part* of the written FoS examination for Areas with multiple parts for the written FoS examination, or in a maximum of one *question* for Areas with a single component take-home exam, and in one *question* for Finance. With significant deficiencies as outlined above, the student will be required to do remedial work.

Possible outcomes:

- Pass
- Pass with remedial work
- Fail

A student may pass with no more than one "fail" vote. More than one "fail" vote constitutes failure.

When a student "passes with remedial work", that work must be completed within one month, to the satisfaction of the supervisor and the supervisory committee.

The oral FoS examination will not be scheduled until the student has received a 'pass' or has satisfactorily completed the required remedial work.

Failure and the appeal process for the written FoS examination

If the student fails the written FoS examination, they have the option of attempting it a second time, within two to six months of having been notified of the failure. Students in Areas with multiple FoS examination parts who have failed only some of the parts, must rewrite only the failed part(s) of the examination. If the student fails a second time, they will be required to withdraw from the program.

In the case of a 'fail' of the written FoS examination, students have the right to appeal. Students must appeal directly to the Faculty of Graduate Studies.

5.2. Oral Field of Study (FoS) Examination

Students in the HSB PhD Program must successfully complete an oral Field of Study examination, in which their knowledge about their major area (Specialization), minor area (if chosen), and of relevant research methods is further tested.

The oral FoS examination will be scheduled two to four weeks after the student's passing of the written FoS examination or after the successful completion of any required remedial work to the written FoS examination. In the case of a failed written FoS examination, the oral FoS examination is canceled. It will be re-scheduled with the re-take of the written FoS examination.

Format

- Chaired by a Neutral Chair appointed by the PhD program director
- Conducted by the same examining committee as the written FoS
- Closed examination
- Maximum two hours (excluding deliberations)

The oral FoS examination will consist of rounds of questions by the members of the examining committee. Students are allowed to take their written FoS examination questions and answers into the oral FoS examination and are allowed to take notes during the questioning.

At end of the oral FoS examination, the student will be asked to leave the room. Before discussing the student's performance, each examiner will indicate by a straw vote of either 'pass' or 'fail' for the oral FoS examinations. This will serve as a basis of discussion. The committee will cast a final vote after the discussion.

After the committee's final vote on the oral FoS examination (with the options of 'pass' or 'fail'), each member will sign the oral FoS examination form. The Neutral Chair will then call the student back into the room and inform them of the outcome, and deliver the signed form to the PhD Program Director.

Evaluation

- Pass or Fail
- No more than one negative vote permitted for a pass
- Two or more negative votes constitute a fail

One re-take of a failed oral exam is permitted within 2–6 months. If the student fails a second time, they will be required to withdraw from the program. In the case of a 'fail' of the oral FoS examination, students have the right to appeal. Students must appeal directly to the Faculty of Graduate Studies.

NOTE: The OBHR oral examination is intended to provide an independent assessment of the student's command of the literature, theory, and research methods relevant to their field of study. Students should be prepared to explain, integrate, critique, and defend the ideas presented in their written FoS examination and to respond to related questions that extend beyond their written answers. Students should also be prepared to demonstrate substantive knowledge of the scholarly work they cite in their written FoS examination. Examiners may select works cited in the written examination and ask students to explain, for example, the research question, theoretical argument, methods, findings, contribution, limitations, or relevance of those works. Students should therefore be prepared to discuss any work they cite rather than relying only on their written characterization of it. The Examining Committee is not expected to question the student on every cited work and may select a representative set of works across the examination. Performance in the oral FoS examination should demonstrate both breadth and depth of knowledge and the ability to communicate scholarly ideas clearly and accurately in real time. The oral examination is therefore a substantive component of the FoS assessment rather than solely an opportunity to clarify or elaborate upon the written examination.

5.3. Thesis Proposal and Proposal Meeting

Students must submit a written thesis proposal and successfully defend it in a supervisory committee meeting. The student must circulate the final proposal to the supervisory committee no later than two weeks prior to the thesis proposal meeting. At this time, the supervisor will notify the student whether the committee wants the student to give a brief presentation of the proposal at the beginning of the meeting or not.

Proposal Formats

Students, in consultation with their supervisor, may select one of the following two formats for their thesis proposal:

- Manuscript-style thesis proposal (minimum two detailed paper proposals)
- Monograph-style thesis proposal

Manuscript-Based Thesis	Traditional Thesis
Requires permission from supervisor/supervisory committee	
A collection of papers submitted or accepted for publication, or previously published by the student	A monograph that includes original, unpublished work by the student
Includes full chapters of previously published work	Can include information from previously published work as the student sees fit
Presents a cohesive, unitary report of a single area of research based on one or more related manuscripts	Presents the study of a single area of research based on one manuscript
Student can author or co-author the paper/chapter, but must have (a) done the majority of the writing and, (b) co-authors permission	Student is the author

Maximum length: approximately 10,000 words, double-space (excluding references, tables, figures, and appendices).

Evaluation Outcomes

The supervisory committee will evaluate the thesis proposal. The purpose of this evaluation is to ensure that the thesis research can be carried out by the student in a reasonable time and meets the criteria outlined in the Thesis Proposal Evaluation Form. The expectation is that the student has a clearly defined and defensible research plan.

The evaluation will be based on the supervisory committee's reading of the proposal and discussion with the student in a meeting, including the optional student presentation. The primary purpose of the thesis proposal meeting is to provide students an opportunity to discuss their research plan and receive constructive feedback. In the meeting, all members of the supervisory committee will have an opportunity to question the student on the thesis proposal and to provide feedback.

Students who are advanced to candidacy must know their related research literature well. Therefore, in the meeting, students should be able to answer questions on how their research fits into that literature: What are they contributing? Why is it important? What is their theoretical framework, model, or rationale? What methodology are they planning to use? Why is this methodology appropriate? What data are they planning to use? Will they have access to it? What potential problems are they anticipating?

The thesis proposal meeting should not last more than two hours, including the optional student presentation but not including the committee's deliberations.

By majority vote:

- Approved
- Approved with revisions
- Not approved

If revisions are required:

- Written feedback within one week
- Revisions completed within one month
- No new meeting required (unless failed)

If not approved:

- One re-submission permitted (2–6 months later); this proposal will be reviewed at another thesis proposal meeting
- A second failure results in required withdrawal

Appeals must be directed to FGS. In the case of a 'fail' of the thesis proposal, students have the right to appeal. Students must appeal directly to the Faculty of Graduate Studies.

Conflict of Interest and Examination Conduct

Candidacy examination committees must be impartial and free of conflicts of interest. Committee members must be able to evaluate the student independently and objectively.

Students who perceive a conflict of interest should contact the PhD Program Director or PhD Program Specialist.

Admission to Candidacy Status

Once all candidacy requirements are successfully completed and approved, the student is formally admitted to candidacy and may proceed to dissertation research

6. Thesis Defense

Defense Exam Processes

Timeline for completion	Normally within 5 years from start date in program
Committee	• 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	*Supervisor* to determine the **committee, date, and time**; and provide the information to the PhD Office.
7-8 weeks before date of exam	*Supervisor* to find an External Examiner and provide the name and current CV of the requested External Examiner, along wih the thesis title, 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.
5-6 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. *Supervisor* to determine the **committee, date, and time**; and provide the information to the PhD Office. The PhD Office is responsible for securing a neutral chair.
3 weeks before date of exam	• Student will send the final dissertation to all committee members (except Neutral Chair) and cc the PhD Office. 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	**BEFORE EXAM:** • 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. **AFTER EXAM:** • The PhD Office will forward the pass/fail decision of committee to FGS • The PhD Office will create the student announcement.

7. Leave of Absence

The University of Calgary Faculty of Graduate Studies permits graduate students to request a Leave of Absence under specific circumstances. Leaves are intended to accommodate situations that significantly interfere with a student's ability to engage in full-time doctoral study.

Eligibility and Grounds

A Leave of Absence may be requested for reasons including, but not limited to:

- Parental leave
- Bereavement
- Care-giving responsibilities
- Medical requirements
- Military service
- Political service
- Other situations as defined by Faculty of Graduate Studies regulations

Students should consult the Faculty of Graduate Studies for current eligibility criteria and maximum allowable leave durations.

Process

A Leave of Absence is not automatic and must be formally requested. Students must:

1. Discuss the request with their supervisor in advance.
2. Submit the required Leave of Absence form through the Faculty of Graduate Studies.
3. Obtain approval from the Supervisor, the PhD Program Director, and the Faculty of Graduate Studies.

Requests should be submitted as early as possible and normally prior to the start of the proposed leave period.

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 a Leave of Absence should be received by the Office of the Associate Dean (Research) 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 Graduate Program Director or the Associate Dean (Research) 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 be required. The form and accompanying documentation to the Office of the Associate Dean (Research) for subsequent
review and approval by the Associate Dean (Research), who will forward them to the Dean, Faculty of Graduate Studies. Either the Associate Dean (Research) 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.

A student who has withdrawn from the 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 they 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.

8. Academic Integrity and Professional Conduct

The Haskayne PhD program operates within the academic and ethical standards established by the University of Calgary. Doctoral students are expected to conduct themselves with integrity, professionalism, and respect in all academic and professional activities.

Code of Conduct

All students are bound by the University of Calgary Code of Conduct, which outlines expectations regarding professional behavior, respectful conduct, and compliance with institutional policies. The Code applies to academic, research, teaching, and community engagement activities.

Full details are available through University Legal Services: https://www.ucalgary.ca/legal-services/code-conduct

Academic and Non-Academic Misconduct

Academic and non-academic misconduct are governed by the regulations set out in the Graduate Calendar. Academic misconduct includes, but is not limited to:

- Plagiarism
- Unauthorized collaboration
- Misrepresentation of research data or findings
- Improper authorship attribution
- Examination misconduct

Non-academic misconduct includes behavior that violates University standards of conduct, including harassment, discrimination, or other forms of unprofessional behavior.

Students are responsible for familiarizing themselves with these regulations. Allegations of misconduct will be addressed in accordance with University procedures.

Responsible Use of Artificial Intelligence (AI)

The use of generative artificial intelligence (AI) tools must comply with University of Calgary Graduate AI Guidelines and any additional course- or supervisor-specific requirements.

AI tools may not be used in ways that:

- Compromise academic integrity
- Replace original scholarly work
- Misrepresent authorship
- Violate research ethics or confidentiality obligations

Students remain fully responsible for the accuracy, originality, and integrity of all submitted work, regardless of whether AI tools are used in its preparation. Supervisors may establish additional expectations regarding AI use in research and writing. Students are expected to clarify these expectations early in the supervisory relationship.

9. 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, nutritionist, and massage therapists.