

Department of Management

All graduate programs in Management are accredited by AACSB International—The Association to Advance Collegiate Schools of Business—and conform to recommended guidelines.

Doctor of Philosophy Degree in Management and Organization Studies

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Management and Organization Studies. The Ph.D. in Management and Organization Studies is awarded to candidates who have displayed an in-depth understanding of the subject matter and demonstrated the ability to make an original contribution to knowledge in their field of specialty.

The regulations for this degree comply with the general University regulations (refer to Chapter 2, General Academic Regulations, and Chapter 5, Doctoral Degree Regulations).

Admission Requirements

Applicants must have a bachelor's degree from an accredited university. The Ph.D. Program Committee in the major areas will evaluate applicants to the Ph.D. program based on several factors, including academic achievement, standardized test scores, employment history, a personal statement, letters of recommendation, and possibly an interview. All applicants must submit the following material for evaluation:

- official transcripts of all undergraduate and graduate coursework completed
- Graduate Management Admission Test (GMAT) scores or Graduate Record Examination (GRE) scores from a recent (no more than five years old) administration of the examination
- three letters of recommendation from academic or professional sources familiar with the applicant's background
- a résumé or curriculum vitae and a statement of academic interests and goals
- international students must also submit a score of at least 550 on the Test of English as a Foreign Language (TOEFL). TOEFL scores may not be more than two years old.

Candidates who do not possess a master's degree in a business or business-related discipline with sufficient quantitative rigor are required to complete a program consisting of a minimum of 84 semester credit hours. The Ph.D. Program Committee for the major area discipline will determine a degree program for each candidate based upon that candidate's particular background. Candidates whose backgrounds are determined to be insufficient may be directed to take additional background or leveling courses (See sections A, B, and C of the Program of Study below) before proceeding to the program's required courses. Candidates who enter the program with the appropriate prior graduate coursework may be waived from some or all of the background requirements (sections A, B, and C).

Admission normally includes appointment to a teaching assistantship, research assistantship, or research fellowship. The Ph.D. Program Committee, comprised of members selected from the graduate faculty, is responsible for advising students.

Degree Requirements for Students that have not Obtained a Master's Degree

The degree requires a minimum of 84 semester credit hours beyond the bachelor's degree.

No course for which a grade of less than "C" was earned can be applied to the Doctoral degree program and no more than two courses with a grade of "C" may be applied to the program.

Program of Study

A. M.B.A. Core Courses 9

This requirement may be met by a master's degree in business or business-related discipline. If a student does not have the appropriate graduate degree, a minimum of three courses (9 semester credit hours) outside of the student's major discipline must be taken from the following list:

ACC 5023	Accounting Analysis for Decision Making
ECO 5023	Managerial Economics
FIN 5023	Financial Management
MGT 5043	Management and Behavior in Organizations
MGT 5253	Ethics and Globalization
MGT 5903	Strategic Management and Policy
MKT 5023	Marketing Management
MS 5023	Decision Analysis and Production Management

The Ph.D. Program Committee may consider the approval of transferring some or all of the credit hours of this requirement based on prior graduate coursework.

B. Discipline background courses (5000-level courses or higher) in the major field or in a field directly related to (or relevant for) the major field (9 semester credit hours). 9

The Ph.D. Program Committee may consider the approval of transferring up to 9 credit hours of this requirement based on prior graduate coursework.

C. Required Course 3

GBA 7103	Doctoral Teaching Seminar
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D. Statistics and Research Methodology 18

18 semester credit hours of 6000- or 7000-level courses in Statistics, Research Methods, or Management Science, or associated Economics courses as approved by the Ph.D. Program Committee. Courses include but are not limited to:

ECO 6013	Microeconomic Theory
ECO 6103	Econometrics and Business Forecasting
ECO 6113	Mathematical Economics
GBA 7013	Research Methods I
GBA 7023	Research Methods II
MS 7033	Applications in Causal Structural Modeling
STA 6923	Advanced Statistical Learning/Data Mining
STA 7013	Advanced Applied Business Statistical Methods
STA 7023	Applied Linear Statistical Models
STA 7033	Multivariate Statistical Analysis

E. Major Area Coursework 21

1. PhD Level Courses (12 semester credit hours)

MGT 7013	Seminar in Organizational Behavior
MGT 7023	Seminar in Organization Theory
MGT 7033	Seminar in Human Resource Management

MGT 7043	Foundations of Strategy	
2. Directed Electives (9 semester credit hours)		
MGT 7053	Empirical Approaches to Strategy	
MGT 7073	Seminar in Organization and Management Studies	
3 semester credit hours of graduate-level MGT course as approved by the Ph.D. Program Committee.		
F. Free elective		3
One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.		
G. Doctoral Research		9
This requirement is met by doctoral research coursework.		
MGT 7211	Doctoral Research	
MGT 7212	Doctoral Research	
MGT 7213	Doctoral Research	
MGT 7214	Doctoral Research	
MGT 7215	Doctoral Research	
MGT 7216	Doctoral Research	
H. Doctoral Dissertation		12
The initial Program of Study must be approved by the Ph.D. Program Committee and must be submitted to the Dean of the Graduate School for final approval.		
MGT 7311	Doctoral Dissertation	
MGT 7312	Doctoral Dissertation	
MGT 7313	Doctoral Dissertation	
MGT 7314	Doctoral Dissertation	
MGT 7315	Doctoral Dissertation	
MGT 7316	Doctoral Dissertation	
Total Credit Hours		84

Degree Requirements for Students that have Obtained a Master's Degree

The degree requires a minimum of 66 semester credit hours beyond the master's degree.

No course for which a grade of less than "C" was earned can be applied to the Doctoral degree program and no more than two courses with a grade of "C" may be applied to the program.

Program of Study

A. Required Course		3
GBA 7103	Doctoral Teaching Seminar	
B. Statistics and Research Methodology		18
18 semester credit hours of 6000- or 7000-level courses in Statistics, Research Methods, Management Science, or associated Economics courses as approved by the Ph.D. Program Committee. Courses include but are not limited to:		
ECO 6013	Microeconomic Theory	
ECO 6103	Econometrics and Business Forecasting	
ECO 6113	Mathematical Economics	
GBA 7013	Research Methods I	
GBA 7023	Research Methods II	
MS 7033	Applications in Causal Structural Modeling	
STA 6923	Advanced Statistical Learning/Data Mining	

STA 7013	Advanced Applied Business Statistical Methods	
STA 7023	Applied Linear Statistical Models	
STA 7033	Multivariate Statistical Analysis	
C. Major Area Coursework		21
1. PhD Level Courses (12 semester credit hours)		
MGT 7013	Seminar in Organizational Behavior	
MGT 7023	Seminar in Organization Theory	
MGT 7033	Seminar in Human Resource Management	
MGT 7043	Foundations of Strategy	
2. Directed Electives (9 semester credit hours)		
MGT 7053	Empirical Approaches to Strategy	
MGT 7073	Seminar in Organization and Management Studies	
3 semester credit hours of graduate-level MGT course as approved by the Ph.D. Program Committee.		
D. Free elective		3
One course to be approved by the Ph.D. Program Committee. The course may be from within or outside the College of Business and must be at the graduate level.		
E. Doctoral Research		9
This requirement is met by doctoral research coursework.		
MGT 7211	Doctoral Research	
MGT 7212	Doctoral Research	
MGT 7213	Doctoral Research	
MGT 7214	Doctoral Research	
MGT 7215	Doctoral Research	
MGT 7216	Doctoral Research	
F. Doctoral Dissertation		12
The initial Program of Study must be approved by the Ph.D. Program Committee and must be submitted to the Dean of the Graduate School for final approval.		
MGT 7311	Doctoral Dissertation	
MGT 7312	Doctoral Dissertation	
MGT 7313	Doctoral Dissertation	
MGT 7314	Doctoral Dissertation	
MGT 7315	Doctoral Dissertation	
MGT 7316	Doctoral Dissertation	
Total Credit Hours		66

Advancement to Candidacy

Advancement to candidacy requires a student to complete University and program requirements and to pass a written qualifying examination following completion of course requirements in the candidate's major field of study. The examination is administered by the Ph.D. Program Committee. No more than two attempts to pass qualifying examinations are allowed. Results of the written and oral examinations must be reported to the Ph.D. Program Committee, the Dean of the College, and the Dean of the Graduate School. Admission into the doctoral program does not guarantee advancement to candidacy.

Dissertation

Candidates must demonstrate the ability to conduct independent research by completing and defending an original dissertation. The research topic is determined by the student in consultation with his or her supervising professor. A Dissertation Committee, selected by the student and supervising professor, guides and critiques the candidate's research.

The completed dissertation must be formally presented to and approved by the Dissertation Committee.

Following an open presentation of the dissertation findings, the Dissertation Committee conducts a closed meeting to determine the adequacy of the research and any further requirements for completion of the dissertation. Results of the meeting must be reported to the Dean of the College and to the Dean of the Graduate School.

Awarding of the degree is based on the approval of the Dissertation Committee, approved by the Dean. The UTSA Dean of the Graduate School certifies the completion of all University-wide requirements.

Entrepreneurship (ENT) Courses

ENT 5113. Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. An introduction to entrepreneurship, with an emphasis on identifying, evaluating and developing new venture opportunities. Topics may include opportunity identification and evaluation, startup strategies, business valuation, business model and business plan development, financing the venture, and exit strategies. Case studies and guest lectures by entrepreneurs and venture capital partners provide a real-world perspective. The major deliverable of this course is usually an early stage business model of a venture of the student's choosing.

ENT 5213. Social Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Social enterprises are entities—both private and nonprofit—created and managed to achieve a social good. Social enterprise is becoming increasingly popular as competition increases for scarce resources from philanthropy and government. The focus is on 'social enterprise' models and the entrepreneurs who create them and explored through a combination of lecture, case study and projects. The course objective is to cultivate needed skills and knowledge for building and leading social enterprises. It will also be valuable to those interested in consulting to social enterprises, planning to serve as an advisor in an organization, or funding social efforts or nonprofit organizations.

ENT 5313. Global Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Addresses various aspects of entrepreneurship in the global environment. Explores the opportunities that entrepreneurs create, the challenges they encounter, and the ways in which they conduct business across national borders and cultures. All topics are covered from an international perspective and may include: entrepreneurial opportunity identification and evaluation; market analysis and intelligence; joint ventures and partnerships; agents, value added resellers and representatives; regulations, laws and customs; regional and cultural issues; financing foreign ventures; and choice of domestic and international legal entities.

ENT 6953. Independent Study. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the Master's degree.

ENT 6971. Special Problems in Entrepreneurship. (1-0) 1 Credit Hour.

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Example topics cover the gamut of subjects important to technology entrepreneurs: venture capital, mergers and acquisitions, leveraged buyouts, negotiating technology contracts, valuation of innovative technology, understanding the sustainable energy sector, understanding the materials sector, understanding the information technology sector, new product development, and intellectual property law for entrepreneurs.

ENT 6972. Special Problems in Entrepreneurship. (2-0) 2 Credit Hours.

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Example topics cover the gamut of subjects important to technology entrepreneurs: venture capital, mergers and acquisitions, leveraged buyouts, negotiating technology contracts, valuation of innovative technology, understanding the sustainable energy sector, understanding the materials sector, understanding the information technology sector, new product development, and intellectual property law for entrepreneurs.

ENT 6973. Special Problems in Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Example topics cover the gamut of subjects important to technology entrepreneurs: venture capital, mergers and acquisitions, leveraged buyouts, negotiating technology contracts, valuation of innovative technology, understanding the sustainable energy sector, understanding the materials sector, understanding the information technology sector, new product development, and intellectual property law for entrepreneurs.

Management (MGT) Courses

MGT 5003. Conceptual Foundations of Management. (3-0) 3 Credit Hours.

This course examines the evolution and development of conceptual frameworks for understanding managerial work and organizational processes within the context of changing environments. An integrated strategic management perspective is emphasized.

MGT 5043. Management and Behavior in Organizations. (3-0) 3 Credit Hours.

The course focuses on factors affecting individual and group behavior in organizations. It includes organizational behavior topics such as motivation, perception, job attitudes, job design, leadership, and individual differences. It also includes organizational theory topics such as organizational structure, design, culture, and environmental influences.

MGT 5093. Leadership. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043 or consent of instructor. An advanced course in organizational behavior that examines traditional and contemporary perspectives on leadership and the group process toward which leadership is directed. The course includes applications of leadership theory to contemporary organizational problems.

MGT 5153. Social Issues in Business. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043. Focuses on the forces surrounding the secularly oriented, technologically energized, and scientifically administered business sector of Western society. Develops an understanding of the underlying and basic forces that have fostered and shaped business. Emergence of the social responsibility ethic is examined.

MGT 5183. Global and Comparative Management. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043 or consent of instructor. Examination of management challenges facing multinational and international business. Includes the study of organization options, political risk and strategy, staffing, communication, multicultural negotiations, and cross-cultural behavior and management. Emphasis on different countries' approaches to competing, notably East Asia, Mexico, and Europe.

MGT 5243. International Business Strategy. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043, an equivalent, or consent of instructor. Emphasis on how firms create global bases of sustainable competitive advantage. Examines strategic problems unique to global business competition, including dimensions of perceived environment uncertainty, international entry-mode choices, global sourcing, and creating entry barriers to defendable product markets.

MGT 5253. Ethics and Globalization. (3-0) 3 Credit Hours.

This course explores the differing standards of permissible behavior of companies attempting to remain competitive in a global marketplace. How leaders make responsible decisions in conflicting environments is examined through interactive learning experiences that include group discussions, group projects, self-directed evaluations and problem-solving exercises. Students will have the opportunity to gain an understanding of the strengths and weaknesses of their own personal values and beliefs as well as the importance of accountability for responsible leadership. In addition, students will be provided with foundations for ethical reasoning laying the groundwork for responsible decision-making.

MGT 5633. Effective Negotiating. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043, an equivalent, or consent of instructor. An advanced course on the theory and processes of negotiation as it is practiced in a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by the manager and professional.

MGT 5643. Management of Personnel and Human Resources. (3-0) 3 Credit Hours.

Prerequisite: MGT 5043 or consent of instructor. Management's approach to and the techniques for handling the human resources in an organization. An examination of the primary management activities involved in the procurement, development, utilization, and maintenance of its human resources. Course focuses on behavioral and social science findings as they relate to the policy and practice of managing the employment relationship.

MGT 5813. Strategic Human Resources Management. (3-0) 3 Credit Hours.

Prerequisite: MGT 5643 or consent of instructor. An examination of the overall role and functions of human resource management in relation to an organization's strategic planning process. Emphasis is on human resource issues of strategic importance to an organization's top management. Course focuses on the broader issues of human resource management policy, practice, and trends.

MGT 5903. Strategic Management and Policy. (3-0) 3 Credit Hours.

Prerequisite: Completion of the M.B.A. Core courses or consent of instructor. A course intended to integrate material taken in the M.B.A. program, as well as to broaden the horizons of the student beyond the focus on the firm. The macroeconomic aspects of the economy and contemporary problems and trends of business are covered. Students who earn a grade of "B" (3.0) or better in this course will satisfy the comprehensive examination requirement. A student who receives a grade of "B-," "C+," or "C" may still satisfy this requirement by successfully passing a comprehensive examination as set out in this catalog.

MGT 6123. Healthcare Strategic Management. (3-0) 3 Credit Hours.

Prerequisite: MGT 5003, an equivalent, or consent of instructor. Strategic management of healthcare organizations involves both making good decisions about where you want your organization to go and deciding how to get there. This course will focus on both direction issues and execution issues. Students will do case studies of current healthcare organizations. (Same as BOH 6123. Credit cannot be earned for both MGT 6123 and BOH 6123).

MGT 6133. Organizational and Managerial Issues in Healthcare Delivery. (3-0) 3 Credit Hours.

Prerequisite: MGT 5003, an equivalent, or consent of instructor. An analysis of the organizational and managerial implications of clinical issues in the delivery of healthcare. Students have the opportunity to examine quality of care issues and concerns related to patient care that affect how healthcare organizations are managed. (Same as BOH 6133. Credit cannot be earned for both MGT 6133 and BOH 6133).

MGT 6923. Healthcare Management Internship. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing, 15 semester credit hours of graduate work, and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student's Graduate Advisor of Record. Supervised full- or part-time off-campus work experience and training in healthcare management. Individual conferences and written reports required. (Same as BOH 6923. Credit cannot be earned for both MGT 6923 and BOH 6923).

MGT 6943. Management Internship. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing, 15 semester credit hours of graduate work, and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student's Graduate Advisor of Record. Supervised full- or part-time off-campus work experience and training in management. Individual conferences and written reports required.

MGT 6953. Independent Study. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but no more than 6 hours, regardless of discipline, will apply to the degree.

MGT 6961. Comprehensive Examination. (0-0) 1 Credit Hour.

Prerequisite: Approval of the appropriate Graduate Program Committee to take the Comprehensive Examination. Independent study course for the purpose of taking the Comprehensive Examination. May be repeated as many times as approved by the appropriate Graduate Program Committee. Enrollment is required each term in which the Comprehensive Examination is taken if no other courses are being taken that term. The grade report for the course is either "CR" (satisfactory performance on the Comprehensive Examination) or "NC" (unsatisfactory performance on the Comprehensive Examination).

MGT 6971. Special Problems. (1-0) 1 Credit Hour.

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when topics vary, but not more than 6 hours, regardless of discipline, will apply to the degree.

MGT 6973. Special Problems. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when topics vary, but not more than 6 hours, regardless of discipline, will apply to the degree.

MGT 7013. Seminar in Organizational Behavior. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Critical examination of the theory and research pertaining to individual and group behavior within the context of a larger work organization system.

MGT 7023. Seminar in Organization Theory. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Critical examination of the theory and research pertaining to the relationships of organization structure and processes to complex environmental conditions. Multiple theoretical paradigms will be examined.

MGT 7033. Seminar in Human Resource Management. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. A critical examination of research examining human resource management philosophies, policies, programs, practices, and processes in the context of internal and external environments and organizational performance.

MGT 7043. Foundations of Strategy. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. A critical examination of the theoretical foundations of corporate strategy, especially the relationship between strategy and organizational performance.

MGT 7053. Empirical Approaches to Strategy. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. A critical examination of the empirical foundations of corporate strategy. Emphasis will be placed on the design of empirical studies of strategy.

MGT 7073. Seminar in Organization and Management Studies. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Organized course offering the opportunity for specialized study not normally available as part of the regular course offerings. This seminar may be repeated for credit when topics vary, but not more than 6 hours will apply to the Doctoral degree. Topics can include: International Management, Knowledge Management, Ethics, or Strategic Management of Human Capital among others.

MGT 7211. Doctoral Research. (0-0) 1 Credit Hour.

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

MGT 7212. Doctoral Research. (0-0) 2 Credit Hours.

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

MGT 7213. Doctoral Research. (0-0) 3 Credit Hours.

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

MGT 7214. Doctoral Research. (0-0) 4 Credit Hours.

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

MGT 7215. Doctoral Research. (0-0) 5 Credit Hours.

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

MGT 7216. Doctoral Research. (0-0) 6 Credit Hours.

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

MGT 7311. Doctoral Dissertation. (0-0) 1 Credit Hour.

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

MGT 7312. Doctoral Dissertation. (0-0) 2 Credit Hours.

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

MGT 7313. Doctoral Dissertation. (0-0) 3 Credit Hours.

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

MGT 7314. Doctoral Dissertation. (0-0) 4 Credit Hours.

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

MGT 7315. Doctoral Dissertation. (0-0) 5 Credit Hours.

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

MGT 7316. Doctoral Dissertation. (0-0) 6 Credit Hours.

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.