



**Southern New Hampshire University**

**Doctoral Program Guidebook**

**2023**

**PHD IN INTERNATIONAL BUSINESS**

**SCHOOL OF BUSINESS**

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## 1 Section 1: Southern New Hampshire University Policies

### 1.1 Southern New Hampshire University Mission Statement

Southern New Hampshire University transforms the lives of learners. Our success is defined by our learners' success. By relentlessly challenging the status quo and providing the best support in higher education, Southern New Hampshire University expands access to education by creating high quality, affordable and innovative pathways to meet the unique needs of every learner.

### 1.2 Preface

The purpose of the Doctoral Handbook is to assist doctoral students to understand better the processes associated with doctoral education in the University. This Handbook does not replace University requirements delineated in the [student handbook](#). It is intended to complement these documents.

It is the responsibility of the doctoral student to be knowledgeable about the requirements stipulated in the [Academic Catalog](#) as well as the Doctoral Handbook. Individual programs may have requirements that exceed those listed in these documents. Students are required to meet all University and specific program requirements.

PLEASE NOTE: While advisors, directors, department chairpersons, and deans are available to help the student meet these requirements, it is the student's responsibility to make sure that they has met all degree requirements as specified in the [Degree and Certificate Requirements](#) policy in the academic catalog, as well as the School of Business and International Business Program requirements for the degree. The entire academic catalog is available on the [SNHU website](#).

Many departments also have handbooks that outline policies and procedures unique to the Program. Please refer to these documents for specific information. In instances where University, department, and Program requirements differ, students must meet the highest level of requirements presented. Please note that university and program requirements are always stated as minimum requirements.

Students should review official university documents and collaborate with an assigned faculty program coordinator prior to making academic decisions, since program and/or course requirements are subject to change, per state legislative mandates, New Hampshire State Department of Education program approval standards, and accreditation criteria.

Southern New Hampshire University is accredited by the regional accreditor the New England Commission of Higher Education (NECHE) and the Accreditation Council for Business Schools and Programs (ACBSP). Additionally, specific programs may hold specialized/programmatic accreditations. Information pertaining to SNHU's accreditations can be found on the [SNHU website](#).

This Handbook has been designed to attain the following objectives:

- to provide information about doctoral program options, requirements, and procedures
- to inform faculty and staff of degree requirements and procedures, and the

respective responsibilities of students and faculty relative to these requirements and procedures

- to provide a basis for interaction between faculty and students regarding graduate degree programs, and to inform faculty of the requirements and procedures of doctoral programs and the responsibilities attendant with various faculty roles.

### **1.3 Right to Privacy**

The policies and procedures concerning the privacy of student records maintained by the university are in large measure governed by the federal government's Family Educational Rights and Privacy Act (FERPA). The university's policies and procedures are available in the [FERPA Student Right to Privacy policy](#).

### **1.4 Civility Responsibility**

Everyone in the university community has the right to free speech. This right, however, does not override the responsibility of everyone to respect the personal rights of other students, faculty, staff, administrators, and visitors. All members of the university community are expected to demonstrate courtesy and politeness in their speech and behavior in public venues.

### **1.5 Non-Discrimination, Equal Access, and Equal Opportunity Statement**

Consistent with all applicable federal and state laws, rules, regulations and ordinances (e.g. Title III, Title VI, Title VII, Title IX, Section 504 of the Rehabilitation Act, and the Americans with Disabilities Act as amended), and in recognition of its responsibilities to its faculty, staff, and students as well as to the communities in which it operates, Southern New Hampshire University reaffirms its continuing commitment to afford qualified or qualifiable individuals equal access and equal opportunity within the university through the [Non-Discrimination, Equal Access and Equal Opportunity policies](#).

### **1.6 Acceptable Use Policy**

Failing to follow acceptable standards of ethics and conduct in the use of computing resources, including university equipment, software, and computer accounts. SNHU's network includes all computer and communication hardware, software, and accounts owned by the university. A complete description of the policy can be found on the [Consumer Information](#) page under the [Acceptable Use Policy](#).

### **1.7 Most Frequently Used Links**

- [SNHU's Main Webpage](#)
- [List of University Faculty](#)
- [Careers at SNHU](#)
- [Academic Catalog](#)
- [Commonly Asked Questions](#)
- [Accreditations](#)
- [Financial Aid](#)

- [Academic Calendars](#)
- [Office of the University Registrar](#)
- [University Bookstore](#)
- [Sexual Misconduct Policy](#)

## **1.8 Academic Policies**

### **1.8.1 Academic Integrity Policy**

In a Doctoral program, standards of Academic integrity are especially high. Dissertations mark the successful completion of Doctoral study, carry the name not only of the student but of SNHU, and are published in the ProQuest database. Click here for SNHU's [Academic Integrity Policy](#).

A student can avoid the risk of plagiarism in written work, oral presentations, or other critical tasks by clearly identifying and indicating, either in citations or in the paper or presentation itself, the source of the idea or wording that they did not produce. Sources must be given regardless of whether the idea, phrase, or material is quoted directly, paraphrased, or summarized in the student's own words.

Faculty members who detect any manner of academic or intellectual dishonesty have the responsibility to take appropriate action. The faculty member also has the responsibility to report the incident to the Program leadership.

### **1.8.2 Other policies**

- [Course Participation](#)
- [Class Schedules, Locations, Cancellations and Modalities](#)
- [Copyright Guide & Policy](#)
- [Course Registration, Add and Drop](#)
- [Grade Scale and GPA](#) (See Scholastic Standing policy below)
- [Grade Appeals and Other Academic Disputes](#)

Library Resource Statement: In addition to intellectual resources available on site and online, Shapiro Library makes available group and one-on-one instruction in information literacy, enabling students to define and articulate what knowledge-based resources are relevant to their research interests. Library staff are available to assist students in effectively and efficiently accessing information from credible sources, to compare new knowledge with prior beliefs, and to consider the related ethical, legal, and socio-economic issues that are inherent in scholarly investigation.

### **1.8.3 Incompletes**

A student who does not complete work for a course may, with adequate cause and at the discretion of the instructor, receive an Incomplete per the [Incomplete Grades policy](#).



### **1.8.4 Grade Change Policy**

Grades change requests may be made by the instructor, or in extenuating circumstances, by an authorized academic dean or equivalent. Grade change requests may be made within thirty (30) days after the term grade due date under the circumstances outlined in the [policy](#).

### **1.9 Administrative Holds**

A student may be placed on administrative hold by failure to meet obligations to the University. When a student is on administrative hold, he/she may not be allowed to register. Settlement of financial accounts must be made through Student Financial Services. Each student placed on administrative hold should clear the obligation with that respective office. Students are encouraged to work with their Program Director or Academic Advisor to assist with navigating any holds.

### **1.10 Disability Access Statement**

Guided by the civil rights regulations of the Americans with Disabilities act (ADA), as Amended and Section 504 of the Rehabilitation Act of 1973, the Campus Accessibility Center (CAC) is committed to making reasonable accommodations for individuals with documented disabilities to ensure equal access to programs and facilities. For further information on access, please contact the Campus Accessibility Center at: Voice: 603-644-3118 or [cac@snhu.edu](mailto:cac@snhu.edu).

## **2 Section 2: Program Requirements**

### **2.1 International Business Doctoral Program Description**

School of Business at Southern New Hampshire University offers a Campus-Based and a Low-Residency doctoral program of the Doctor of Philosophy (PhD) in International Business. The mission of the [PhD in International Business Program](#) is to educate and inform highly qualified faculty and business executives to teach, consult and undertake research in the field of international business. The target market for our graduates includes public and private institutions of higher education, as well as consulting and business institutions. We inform our students on advanced theories in the field of international business for application to global business strategies.

Since its inception in 1998, the PhD in International Business has expanded the Program from its purely teaching focus to a triad of teaching, research, and publication. The focus of the Program is to develop outstanding college faculty and senior business executives with the necessary tools for teaching, consulting, and research in the field of international business.

The PhD in International Business Program is accredited by the state of New Hampshire (New Hampshire Post-Secondary Education Commission). It has also received regional (New England Association of School and Colleges) and national (ACBSP) accreditation.

### **2.2 Program Admission Requirements**

The Southern Hampshire University Admission Office and the School of Business PhD in International Business application review committee govern the application procedure. **All**

**material should be submitted online through the portal or Admission Office.** Applicants for PhD in International Business should submit the following:

- [Online Application](#)
- Official Bachelor's degree
- Official Master's degree
- Resume or Curriculum Vitae
- Statement of Purpose
- Three letters of recommendation from individuals familiar with the applicant's academic record and potential for doctoral work in International Business

International Students (in addition to domestic student requirements):

- Proof of English proficiency as evidenced by:
- TOEFL score of 71 or higher
- IELTS score of 6.0 or higher (sub scores:  $\geq 5.5$ )
- Duolingo score of 105
- Foreign transcripts must be evaluated by NACES or AICE approved evaluators

### **2.2.1 Application Deadline**

The International Business PhD programs only have a fall intake term. Both programs admit applicants for the **Fall term ONCE a year**. The application cycle will open in August each year, and the priority application deadline is the **February 20**.

### **2.2.2 Results of Admission**

The Director of the Program will inform the applicants for the final interview if they pass the initial application materials screening. All the interviews will be scheduled in early March. Applicants will receive the final decision from the committee by the end of March.

Decisions are classified as Full Accept, Provisional Accept, or Deny Admission for domestic students, while Full Accept or Deny for international students. Previous acceptance does not guarantee future acceptance, any additional requirements, and no guarantee of placement with their starting cohort.

### **2.2.3 Deferral of Admission**

Students who have not begun coursework and cannot begin their studies in the first term may request a Deferral of Admission from the Director of the Doctoral Program. A Deferral of Admission may be granted only once for up to one year. After that, the person must reapply to the program and pay the application fee.

Students maintain an active status by registering for at least one course per year. Students who leave the program for a year or longer must go through the readmission process. A prior acceptance to the doctoral program does not guarantee readmission. Students will be placed under the current academic catalog if they are successfully readmitted. If their original program requirements have changed, they will have to meet any additional program requirements.

## 2.3 Program Outcomes

- Demonstrate in-depth knowledge of international business theories and theoretical and empirical literature.
- Critically apply theories, methodologies, and knowledge to address fundamental questions in international business and a minor area of specialization.
- Develop independent research skills and pursue research of significance in the discipline or in a minor field of specialization.
- Demonstrate knowledge and application of qualitative and quantitative research methods.
- Demonstrate oral and written communications skills to teach effectively and to present and publish scholarly research.

## 2.4 Program Degree Requirements

The International Business Doctoral program consists of three major stages.

- Stage 1: Coursework
- Stage 2: The comprehensive examination
- Stage 3: Dissertation research and writing

Prospective students who are admitted to the program are doctoral students. Doctoral students achieve candidacy status upon the successful completion of the all courses, comprehensive examination and successfully defending the dissertation proposal. Doctoral students who have been advanced to candidacy are required to maintain continuous enrollment until all degree requirements have been completed, and the student has graduated. It is recommended that only at this point, after the dissertation proposal has been successfully defended, that faculty should provide letters of recommendation for any job search the student may undertake.

The admitted students must complete all degree requirements **within eight years of the start date**. All students need to fulfill the following requirement:

- Minimum of 46 graduate credits (including 42 graduate credits of course work, 3 graduate credits of dissertation work, and 1 credits of comprehensive exam).
- Minimum enrollment of 6 graduate credits each Fall and Spring term for campus program students, and 6 graduate credits each Fall, Spring and Summer term for Low-residency students during the coursework stage.
- Low-residency students must attend in-person instruction once a month on a Saturday during the Fall and Spring academic terms (four times a term), and a summer residency at Southern New Hampshire University Manchester Campus as long as in the coursework stage. Some courses may involve weekly synchronous remote meetings at the discretion of the faculty.
- All students who successfully complete the comprehensive exam must attend the doctoral research day in the Fall and Spring terms.
- All students must maintain an accumulative GPA 3.0 and above. No more than two grades of “C” or “C+”. Students receiving a 3rd grade of “C” or “C+” must re-take one of

these courses before the comprehensive examinations.

## **2.4.1 Coursework**

### **2.4.1.1 Required Courses | Credits**

INT800 - Foreign Direct Investment (3)

INT801 - Foundations for Advanced International Business Study (3)

INT810 - Privatization, Economic Reform and Globalization in Emerging Markets (3)

INT820 - Seminar in Multinational Finance (3)

INT830 - Theories of Globalization (3)

INT840 - Seminar in Multinational Marketing (3)

INT850 - Seminar in Global Business Strategy (3)

INT880 - Advanced Quantitative Methods/ International Business I (3)

INT881 - Advanced Quantitative Methods/ International Business II (3)

INT889 - Comprehensive Exam (1)

INT890 - Doctoral Colloquium (1)

DOC950 - Dissertation Status (1)

Electives: 15 credit(s) from the subject(s): BUS CIS, DAT, DOC, FIN, INT, IT, MBA, MKT, OL, or QSO within the range of the course numbers 500 - 999

Coursework involves three categories of courses, excluding the Foundations course:

- The Foundations Seminar (INT-801)
- Six doctoral-level seminars in International Business (INT-800, INT-810, INT-820, INT-830, INT-840, and INT-850)
- Two advanced quantitative methods courses (INT-880 and INT-881)
- Five advanced master's level courses in a minor field of specialization or any five advanced master's level electives.

The coursework in International Business core, research methods, and minor or elective areas are critical in developing in-depth discipline-specific and functional knowledge as well as research skills culminating in the scholarship of integration and discovery. Pursuing a minor field of specialization will not only make students more competitive when going to the job market but also enable them to teach in a specific area or department. Many ACBSP or other accredited institutions will require an instructor to have a minor field teach in that area beyond the general PhD degree in International Business.

The course outline for the PhD program is shown below. The example of the course sequencing is as follows but may change based on faculty availability and student need. See the [academic catalog for course descriptions](#).

PhD Campus Program:

- Year 1: Courseswork, 4 Courses (12 credits)
- Year 2: Courseswork, 4 Courses (12 credits)
- Year 3: Courseswork, 6 Courses (18 credits)
- Year 4: Comps + First Colloquium: (2 credits)
- Year 5: Second Colloquium + Final Defense: (1 credit)

PhD Low-Residency (LR) Program

- Year 1: Courseswork, 6 Courses (18 credits)
- Year 2: Courseswork, 6 Courses (18 credits)
- Year 3: Courseswork, 2 Courses + Comps (7 credits)
- Year 4: First colloquium + Second colloquium (2 credits)
- Year 5: Final Defense (1 credit)

Representative Schedule for PhD in International Business - Example

| <i>Term</i>                    | <i>Campus Program</i>           | <i>LR Program</i>      | <i>Academic Year &amp; Credits</i>                      |
|--------------------------------|---------------------------------|------------------------|---|
| <b><i>Term 1 (Fall)</i></b>    | INT-801<br>INT-880              | INT-801<br>INT-880     | <b>Year 1</b><br>12 credits - Campus<br>18 credits - LR |
| <b><i>Term 2 (Spring)</i></b>  | INT-840<br>INT-881              | INT-810<br>INT-881     |   |
| <b><i>Term 3 (Summer)</i></b>  | N/A                             | INT-840<br>Elective    |   |
| <b><i>Term 4 (Fall)</i></b>    | INT-810<br>INT-830              | INT-800<br>Elective    | <b>Year 2</b><br>12 credits - Campus<br>18 credits - LR |
| <b><i>Term 5 (Spring)</i></b>  | INT-800<br>Elective             | INT-830<br>Elective    |   |
| <b><i>Term 6 (Summer)</i></b>  | N/A                             | INT-850<br>Elective    |   |
| <b><i>Term 7 (Fall)</i></b>    | INT-850<br>Elective<br>Elective | INT-820<br>Elective    | <b>Year 3</b><br>18 credits - Campus<br>7 credits - LR  |
| <b><i>Term 8 (Spring)</i></b>  | INT-820<br>Elective<br>Elective | INT-889                |   |
| <b><i>Term 9 (Summer)</i></b>  | N/A                             | N/A                    |   |
| <b><i>Term 10 (Fall)</i></b>   | INT-889                         | INT-890                | <b>Year 4</b><br>3 credits - Campus<br>2 credits - LR   |
| <b><i>Term 11 (Spring)</i></b> | INT-890                         | INT-890                |   |
| <b><i>Term 12 (Summer)</i></b> | N/A                             | N/A                    |   |
| <b><i>Term 13 (Fall)</i></b>   | INT-890                         | DOC-950                | <b>Year 5</b><br>1 credit - Campus<br>1 credit - LR     |
| <b><i>Term 14 (Spring)</i></b> | DOC-950                         |                        |   |
| <b><i>Total Credits</i></b>    | <b>46 credits - Campus</b>      | <b>46 credits - LR</b> |   |

Additional years in the Program may be needed to complete the dissertation (INT-890) but must not exceed eight years in total.

#### **2.4.1.2 Independent Study**

Students may register for an Independent Study as part of their doctoral coursework. Independent Study courses should only apply if the student has declared a specialization. Students may register for one independent study course (not to exceed 3 credits total) during their doctoral program tenure. For this course, the student must prepare a course proposal narrative that couches the course in the context of the student's Program of study. Permission must be secured from the supervising faculty and the Director of the Doctoral Program as well as the Dean's office. After the Doctoral Program Chair approves the independent study course, the Dean's Office will forward the form to the Registrar's office.

#### **2.4.1.3 Minor Field of Specialization**

Students may elect to have a minor or specialization field of study, which may be selected from one of the following:

- Business Strategy & Management
- Finance
- Marketing
- Information Technology

Requirements for the minor field include **FIVE** courses at the 500 - 700 level. Students elected to have a minor field must include an Independent Study Course. Course selection should be developed under the guidance of coordinating faculty. Minor fields are coordinated by the program faculty and the Program Director.

If students want to use previously taken master's degree courses to satisfy the specialization or five random courses, those courses must be taken at Southern New Hampshire University within three years of starting the doctoral program.

#### **2.4.2 Comprehensive Examinations**

Students will be permitted to take the comprehensive exam after completing all coursework and satisfying the requirements. Comprehensive exams are offered in both fall and spring terms. To take the comprehensive exam, students must register for INT 889 in the respective term. Students are required to take the exam in person on the New Hampshire Campus regardless of the modality. The comprehensive examination will take place in the 8<sup>th</sup> week of the respective term, and the makeup examinations will take place in the 16<sup>th</sup> week of the respective term. Low-Residency Students should arrange their travel accordingly.

Specialization comprehensive exams will be on the 9<sup>th</sup> week of the respective term after students complete the general comprehensive exam. The makeup examinations will take place in the 16<sup>th</sup> week of the respective term. Low-Residency Students should arrange their travel accordingly.

Comprehensive Examinations are designed to test comprehensive knowledge. Doctoral students are expected to demonstrate mastery and competence. The Assessments test student knowledge in several domains, including but not limited to: theory and relevant literature --including students' capacity to utilize and integrate this knowledge base; research design and methods --the theory of research and the practice of research, including students' ability to engage in analytical research critique, and apply the appropriate methodology to typical research questions; and statistical analysis --including students' ability to apply appropriate statistical procedures to typical research questions, engage in focused analysis, and interpret research findings.

#### **2.4.2.1 Grading Policy of the Examinations**

The comprehensive exams typically consist of questions covering eight subjects, including six major subject areas and two quantitative analysis areas (excluding INT-801). The faculty member preparing each exam has academic freedom to construct the exam in such a way to test the student's knowledge of said content area. As such, exams may consist of several questions from each area.

Each exam is graded by the faculty member who prepared it. Students may receive a Pass or Fail as a grade for each exam. A grade of Pass indicates that the student has demonstrated proficiency in the subject area. A grade of Fail indicates the student has not demonstrated proficiency.

Demonstrated proficiency in all subject areas will result in a student receiving a grade of Pass for the Comprehensive Exams course. A student must submit work or a response to an exam for it to be evaluated. Failure to submit a response or any work for an exam will automatically be graded as a Fail and may be considered a violation of the academic integrity policy.

Students will have two attempts to demonstrate proficiency in the comprehensive examination. A student will be dismissed from the Program if unable to pass the exam following the second attempt.

Students will take the first attempt during the 8<sup>th</sup> week of the term. If a student fails to demonstrate proficiency in one or two subject areas, including the quantitative methods area, the student is required to retake the exams for those failed subject areas within the term (16<sup>th</sup> week) in which the exams were administered. If, after a retake exam of one or two subject areas, a student still fails to demonstrate proficiency, the student will receive a grade of Fail for the entire exam course and will be required to retake the entire set of exams in the following term in which the exams are offered but no later than one year from the original exam date.

If a student fails to demonstrate proficiency in three or more subject areas, including the quantitative methods area on the first attempt, the student will receive a grade of Fail for the entire exam course and will be required to retake the entire set of exams in the following term in which the exams are offered but no later than one year from the original exam date.

The student should work directly with the faculty member responsible for the failed exams to address their weaknesses. The faculty member will notify the Program Director of the date and time of the subsequent exam.

Following the written components of the Comprehensive Examinations, the Director of the



Doctoral Program prepares an official letter (which may be sent via email), then notifies students of the results. Once the student has passed the written Comprehensive Exams, the Director of the Doctoral Program will send a letter and/or email officially recognizing his or her admission to doctoral candidacy.

### **2.4.3 Dissertation Stage**

Upon successful completion of the comprehensive examinations, doctoral students become designated as doctoral candidates and ABD (All but Dissertation). At this point, coursework should have opened new perspectives to PhD students in concepts, methodology, and substantive research areas. At this point in the degree process, each student should have a reasonably firm idea about the subject on which they would like to write their dissertation.

#### *Dissertation Committee:*

The dissertation process is supervised by a dissertation committee composed of at least four faculty members: The committee chair must be a School of Business Campus Full-time Faculty with an earned doctoral degree, at least two faculty members from Southern New Hampshire University; and at most one faculty member from outside of the University in a field related to the student's major. All committee members should hold terminal degree(s). The selection of members of the committee should be based on the contributions they might make to the final product. In selecting members, the student should consider the mix of knowledge and skills across the committee. In order to make informed judgments in this area, students should make a substantial effort to interact with faculty to become aware of their research interests and areas of expertise.

Faculty members have a right to refuse the invitation to serve on a Dissertation Committee (as chair or as a committee member) and the right to withdraw from a Dissertation Committee until Dissertation Committee members indicate their approval for the student to defend their dissertation proposal. The intent is that after that point in time, the Dissertation Committee will remain intact through the completion of the dissertation and the dissertation defense.

Students have 8 weeks to assemble their dissertation committee group upon successful completion of the comprehensive examinations. Students must fill out the *Request to Appoint or Change Dissertation Committee Members Form* and get approval from the Program Director and the School of Business's Deans. Students must be doctoral candidates to present a doctoral dissertation proposal. The Dissertation Committee must approve the proposal before any doctoral student can collect data for their dissertation research.

Federal regulations require an [Institutional Review Board \(IRB\)](#) for research projects involving human subjects. All doctoral students must submit their IRB application and get approval before starting any research activity involving human subjects.

Research and writing are the most intensive part of the Doctoral Program. The Program requires every ABD candidate to complete three related courses while students are registered for PhD - Colloquium INT 890 and dissertation defense DOC 950.

- approval of the dissertation topic (INT 890) after which IRB approval must be obtained



(if applicable to the type of research)

- approval of the dissertation proposal (INT 890)
- the approval of the final dissertation itself (DOC 950)

The Program requires every ABD candidate to complete these three courses sequentially. Thus, a candidate cannot proceed to the dissertation (DOC 950) until their committee has approved their topic and they have successfully defended their proposal (again to their committee). A satisfactory grade in colloquiums may imply reasonable progress, but the stage is not considered complete until it receives committee approval. Upon completion of each course, the dissertation chair informs the program director with an official letter and/or an official email.

Campus program doctoral candidates must meet with their dissertation committee members in-person at least four times a term (one time each month), and check-in with the program director at least one time per term. Low-Residency program doctoral candidates must meet with their dissertation committee members at least four times a term (one time each month), and check-in with the program director at least once per term. Failure to comply with these meetings will cause administrative holds in future registration. Although in-person meetings are not enforced for Low-Residency program doctoral candidates, it is strongly recommended that they work with committee members in person regularly.

Students must present their topic and dissertation proposals and updates during the International Business Doctoral Students Research Day in Fall and Spring Term to faculty and fellow students in addition to their prior presentations to their respective committees. Similarly, upon the final defense of their dissertation, candidates may offer a public presentation of the final version of their dissertation to a large audience during the International Business Doctoral Students Research Day.

The process is designed so that students will not pursue a particular research avenue without the clear guidance of their committee. The format guidelines regarding dissertations are discussed in Section 3.

## **2.5 Registration**

Doctoral students in the School of Business must meet with the academic advisor and offer consent to register for classes. Some courses may require permission from the department for registration. Students can access the course listings via their MySNHU account. Doctoral candidates who fail to participate in Doctoral Research Day will be suspended from registering for the courses (INT-890 or DOC-950).

For the on-campus program, doctoral students will be registered for two courses for the Fall and Spring terms. Summer is the default break. The international doctoral student who wants to take the Summer term to replace the Fall term or Spring Term must consult with the International Student Service Office.

For the Low-Residency program, doctoral students will be registered for two courses for three continuous terms: Fall, Spring, and Summer terms.

All Doctoral candidates who want to register INT-890 or DOC-950 for the summer term must get consent from all dissertation committee members.

## **2.6 Removal of the Provision and Eligibility for Scholarship**

Students who were [provisionally accepted into the Program](#) are required to attain a minimum overall GPA of 3.50 (*Note: this supersedes the 3.0 minimum GPA outlined within the Provisional Acceptance policy*). The provision is removed upon an academic review performed by the program faculty and program director at the conclusion of the student's first two terms. Upon review of student performance, the Director may recommend removal of the provision. Removal of the provision makes a student eligible for the scholarship. However, scholarship allocations are not automatic. Students must apply for scholarships through the university-wide process. Scholarship decisions are made on a competitive basis. Student performance, qualifications and availability of funds are critical factors in scholarship allocations. students can use this [link](#) for more information about Tuition and Financial Aid.

## **2.7 Continuous Enrollment for All Graduate Students**

All doctoral degree-seeking students must be continuously enrolled. Continuous enrollment is defined as completing, with grades assigned, a minimum of 3 hours of graduate credit within an academic year for domestic students, while a minimum of 3 hours of graduate credit in two continuous terms within an academic year for international students. Courses that receive a "W" grade do not fulfill continuous enrollment requirements. "W" grades also do not count toward GPA calculations per the Grade Scale and GPA policy. Specialization may have additional requirements.

Doctoral candidates who have completed all coursework and Comprehensive Examinations must maintain registration in Fall and Spring terms during their candidacy. To remain in status, they may register for one designed for continuous enrollment, e.g. INT-890 or DOC-950. This registration entitles the candidate to use University facilities (e.g., library, computers) and the privilege of auditing courses that may be helpful with research; auditing courses are subject to instructor approval.

## **2.8 Course Withdrawal**

Doctoral students may drop courses prior to the start of the term and through week one without any academic penalty. For more information, students can reference the university's [Course Registration, Add and Drop](#). If a student wants to withdraw from the course(s) after week 1, they may do so and should consult with Academic Advisor and Program Director to discuss possible financial and academic implications. Students can withdraw at any point in the term except for the last week of the term. Withdrawals in the last week of a term are not permitted. All term weeks begin on Monday and end on Sunday. Other exceptions and details, such as Military Withdrawal, Medical Withdrawal, Emergency Withdrawal, and Withdrawal Deadlines, can be found in the [Course Withdrawal Policy](#).

## **2.9 Coursework and Student Performance**

Doctoral students and faculty are subject to SNHU Policies regarding registration deadlines,

course withdrawals, incomplete grades, and grade changes. Students are held to university academic policies posted in the academic catalog, conduct policies noted in the Student Handbook and additional institutional policies. Additional doctoral program performance criteria have been outlined below and a section entitled "Evaluation of Doctoral Student Progress".

Students are expected to complete all their doctoral coursework and the minor field of study prior to registering for the comprehensive exam. Students who have outstanding incomplete grades, incomplete grades turned into F (IF), or a grade "C" or below awarded in more than two doctoral courses are required to retake courses or minor fields of courses before they register for INT889.

## **2.10 Evaluation of Doctoral Student Progress**

The School of Business requires students to complete their degree programs in a timely fashion. Program faculty and the Director of the International Business Doctoral Program formally monitor each doctoral student's progress during the academic year and may inform the students in writing of his or her status.

If marginal or unsatisfactory progress is noted, the student is advised in writing what they need to do to demonstrate satisfactory progress. Doctoral students who earn 2 Unsatisfactory (U) grades or/and 2 Fails (F) grades or 2 any combination of "U" and "F" grades or are enrolled for more than eight (8) years (calculated by using the first term of enrollment) are dismissed from the program.

The Program Director will review student progress in consultation with the program faculty. Students making marginal or unsatisfactory progress are informed about:

- What they need to do to make satisfactory progress.
- When each task needs to be accomplished.
- Which faculty member(s) they should contact for more information or support.
- What will happen if these tasks are not accomplished (e.g., an unsatisfactory rating for the next term, termination from the Program, etc.).

Doctoral students matriculated in programs should continually be enrolled in course work, and be actively involved in scholarly or creative work. The School of Business assumes that a student's first responsibility is to his or her own academic Program.

Questions about any of this information should be addressed to the Director of the International Business PhD Program.

## **2.11 Readmission/Reinstatement Following Non-Enrollment/Deactivation**

A Doctoral student who is not registered and enrolled for a minimum of three (3) credits in 12 months is automatically placed in inactive status. Students must be readmitted into the program. Courses that receive a "W" grade do not fulfill continuous enrollment requirements to continue their studies. Readmission is not guaranteed and is at the interview committee's discretion.

The following conditions apply to readmission, regardless of modality:

- Doctoral students who are absent for more than one year will be changed to the current academic catalog when they are successfully readmitted. If their original program requirements have changed, they will have to meet any additional program requirements.
- A prior acceptance to SNHU does not guarantee readmission.

## 2.12 Leave of Absence (LOA)

Doctoral Students who need to interrupt their programs must fill out the *International Business Doctoral Student Leave of Absence form* in writing and submit to the Director of the program or Dean/Associate Dean of the School of Business.

For Domestic Students, during the coursework, two terms leave of absence can be granted for the Low-Residency Program, and one-term leave of absence can be granted for the on-campus program. During the dissertation stage, only one-term leave of absence can be granted for both programs.

Except for extraordinary circumstances such as medical reasons, international students are not permitted to apply for leave of absence due to immigration regulations.

Students must notify the Program Director or Dean/Associate Dean at the School of Business in writing of their intent to return to their studies. This notification must be submitted in writing no later than 30 days prior to the start of the term in which they intend to return.

While on a Leave of Absence, students generally do not have access to university resources, except for their email account. Access is granted upon return.

## 2.13 Time Limits

All requirements for the doctoral degree must be completed within **eight consecutive years** from the start of doctoral studies per the [Degree and Certificate Requirements](#) policy. Doctoral studies commence with the first term that a student registers for a course following admission to the doctoral program. Time spent on a Leave of Absence does not change the eight-year time limit to complete the doctoral program.

## 2.14 Time Extensions

Extensions beyond the eight-year time limit for the doctoral degree may be obtained under exceptional circumstances only with the recommendation and approval of the Program Director or the School of Business Associate Dean. Extensions also require the approval of the School of Business Dean and, in some instances, the approval of the Vice President of Academic Affairs or another Campus Senior leadership team member for the University. Students need fill out the [Petition for Waiver of Policy](#) form and submit it to the [Service Portal](#).

## 2.15 Graduation Requirements

A student planning to complete a degree during the current term must meet all degree requirements before a petition for degree conferral by the published deadline of the term. All

doctoral students must submit their Petition to Graduate **TWO** months before their expected conferral date. Students must submit a Petition for Degree Conferral to the Office of the University Registrar, please refer to the [Degree and Certificate Requirements](#) and the [Degree and Certificate Conferral Policy](#) and the [Commencement Participation policy](#) for additional information.

### **2.15.1 Important deadline for graduation:**

Students who want to petition for degree conferral in ***Fall Term*** and participate for the Spring Commencement must complete the final dissertation defense no later than December 7. Final dissertation documentation must be submitted to ProQuest no later than Jan 7.

Students who want to petition for degree conferral in ***Spring Term*** and participate for the Spring Commencement must complete the final dissertation defense no later than March 7. Final dissertation documentation must be submitted to ProQuest no later than April 7.

Students who want to petition for degree conferral in ***Summer Term*** and participate for the Fall Commencement must complete the final dissertation defense no later than July 7. Final dissertation documentation must be submitted to ProQuest no later than August 7.

It is recommended that students submit their petition after they have consulted with their dissertation chair, or Program Director to ensure the following:

- Completed all degree requirements by the end of the term
- Earned 3.0 and above on overall GPA;
- Have completed all coursework, no more than two C or C+ for all coursework
- Removal of all incomplete (I) or grades for the coursework
- Have passed the comprehensive exams
- Defend the dissertation successfully without any further revisions.

### **2.16 Participation in Doctoral Hooding Ceremony and University Commencement Ceremony**

Commencement is the formal ceremony where students walk across the stage in their commencement regalia (cap, gown, hood). The commencement ceremony is a separate process from the conferral process.

For doctoral students, there will be a separate hooding ceremony in the Spring term. The Dissertation Chair will officially hood doctoral candidates. For more information regarding the commencement ceremonies and registering for this ceremony, please visit the [Commencement website](#).

### **2.17 Denial of Degree**

In the event that a doctoral candidate does not meet all requirements for the academic program and is denied graduation, the Office of the University Registrar will send the student and

appropriate department faculty and staff a notice identifying the issues which prevented graduation. The student should work with the academic department to successfully reconcile the issues which prevented the previous term's graduation.

## **2.18 Ordering Transcripts**

Students may order transcripts reflecting their degree from the University's transcript vendor. For more information regarding ordering transcripts and the necessary [links](#) visit the Office of the University Registrar webpage.

## **2.19 Withdrawal from Southern New Hampshire University**

Doctoral students wishing to withdraw from the institution can do so by completing the [Withdrawal from SNHU form](#). Doctoral students should communicate and work with their academic advisor and Program Director when completing this process. International students should also work with the International Student Services department.

## **3 Section 3: International Business Doctoral Students Dissertation Guidance**

### **3.1 Purpose of the Manual**

The manual is designed to provide guidance and information regarding the dissertation process for students enrolled in the Doctor of Philosophy in International Business at Southern New Hampshire University. The goal of this manual is to assist students in having a smooth and successful transition into the dissertation phase and ensure timely graduation.

The dissertation will include the results of the doctoral candidate's independent research and will contribute to the body of knowledge in the field. The candidate will have advanced some of the work for the dissertation (e.g., literature review, anticipated methods, analysis plan) through three or four terms of Dissertation Seminar. But the actual methodology, data collection, analysis, and discussion will be supervised by the Dissertation Committee and the Committee Chair.

All dissertations shall conform to University, School, and Department regulations as to format and method of preparation. The dissertation manuscript will adhere to the Doctoral Program Policies, Procedures, and Dissertation, as amended from time to time by the respective Doctoral Program.

A dissertation should be sufficiently complete to allow an independent scholar to repeat or verify the work. As the manuscript may be planned for publication, the terseness required, and the page restrictions of professional journals may prevent authors from meeting this condition with a publishable manuscript. In such cases, the dissertation must also include additional materials in appendices or endnotes to ensure independent reproducibility, e.g., a description of methods, unproductive or unsuccessful explorations, tables, and derivations.

The pages that follow detail the principal components and steps of this process. The following sections outline the minimum required formats for the dissertation topic, the dissertation proposal, and the final dissertation itself. Please note, however, that the following does not

concern itself with the substantive aspects of the dissertation and its associated elements of the dissertation methodology and theory. These can only be agreed upon between the doctoral candidate and their committee.

All documents, including the topic proposal, a complete proposal, and the final dissertation must be submitted at least two weeks prior to presentation to the committee. This will allow time for the committee to carefully read the submitted documents and comment on them during the presentation.

### **3.2 Definition of Terms**

- Doctoral Student - Someone who is enrolled in doctoral coursework and working towards their degree.
- Doctoral Candidate - Someone who has completed all course requirements and exams, but has not yet finished their dissertation
- Dissertation Committee Chair: The Dissertation Committee Chair has primary responsibility for the supervision of the student's dissertation work, including the preparation of the IRB submission, completing, and submitting required Doctoral Program forms and approvals, setting deadlines, and guiding the student's progress.
- Dissertation Committee Members - individuals, typically faculty members (holders of terminal degrees) who serve as subject matter experts
- Dissertation Proposal Defense - when the candidate presents their initial research to the committee
- Final Dissertation Defense - when the candidate presents their completed research and manuscript to their committee

### **3.3 Steps to Request Approval of a Dissertation Committee**

- Complete a *Request to Appoint or Change Dissertation Committee Members Form* and submit it to the Director of the Doctoral Program for approval.
- Meet as necessary with the Director of the Doctoral Program.
- Make any changes to the approval of PhD dissertation committee form; resubmit materials to Director of Doctoral Program.
- The Director of the Doctoral Program approves the Committee.
- The Dean of the School of Business approves the Committee.
- Once the form receives all signatures from all parties, the student may proceed to the development of the Topic Proposal.
- The student may request changes in Dissertation Committee composition, before or after starting to develop the Topic or Dissertation Proposal by securing the approval of the Dissertation Committee Chair, Program Director, and Dean.



### 3.4 Dissertation Committee

The dissertation committee is composed of at least four, and no more than five, members (including Chair). At least one member will be a methodologist with expertise in the anticipated dissertation research procedures, and at least one will have content expertise in the topic of the dissertation.

The committee chair must be a School of Business Campus Full-time Faculty with an earned doctoral degree. The Chair is selected based on expertise in areas relevant to the student's dissertation. Other reasons may include the student's experience working effectively with that professor, special skills or methodology, ongoing faculty research in the area, sponsored research funding, etc.

The student and the Dissertation Committee Chair use the "pre-proposal" to guide their nomination of the other Readers who will comprise the Dissertation Committee. Dissertation Committee members are nominated based on expertise in the areas relevant to the student's dissertation. It can include full-time faculty, lecturers, Instructors, adjunct faculty, and alumni of the International Business PhD program from Southern New Hampshire University (SNHU). All committee members should hold a terminal degree(s).

A committee member from a unit outside the School of Business but within SNHU is called an **"outside member."** A committee member from an institution other than SNHU is called an **"external member."** For outside/external members, the judgment of qualifications to serve will be made jointly by the Dissertation Chair, Program Director, and the Dean(s) of the School of Business. Outside and/or External members should be identified as such in the Member Type column below. No more than two outside or/and external members are allowed.

### 3.5 Dissertation Committee Members' Responsibility

#### 3.5.1 Responsibilities of the Dissertation Committee Chair

Below is a brief description of the responsibilities of the Dissertation Committee Chair. Please note this is not an exhaustive list of duties.

- It is expected that Dissertation Committee Chairs will be available to students on a regular basis and will respond in a timely manner.
- The Dissertation Committee Chair is responsible for ensuring that the research is theoretically based, and methodologically sound.
- Although the Dissertation Committee Chair must be sensitive to term deadlines and student personal timelines, such timelines are secondary to thoroughness and quality when scheduling proposal and final dissertation defenses. Sufficient time should be allowed after the final defense to make necessary changes and corrections and meet SNHU deadlines.
- The Dissertation Committee Chair is responsible for making certain that the Institutional Review Board submission is made after the Dissertation Committee approves the Methodology.



- The Chair is also responsible for ensuring that no data is collected before the IRB approval and authorization by the Chair of the Doctoral Program.
- The Dissertation Committee Chair is responsible for assuring that all final documents (both the proposal and final dissertation) are complete, and of appropriate length, scope, and quality of writing before it goes to the Dissertation Committee and the Director of the Doctoral Programs.

If a student asks the Dissertation Committee Chair or other Committee members to step down, or if faculty chooses to step down, all doctoral candidates must fill out *Request to Appoint or Change Dissertation Committee Members Form*. The Director of the Doctoral Program and Dean(s) of the School of Business must approve the changes to ensure replacement(s) provide the needed expertise as detailed above.

Changes to the committee chair and/or membership should not be made arbitrarily. Committee membership should be carefully considered when inviting participants. On rare occasions, typically due to a significant change in the topic, a change in committee membership may be considered. In this case, the student should consult with their chair and the Program Director. Any committee membership change must be approved by the dissertation chair, the Director of the Doctoral Program, and Dean(s) of the School of Business. In the case of a change in the chair, this must be approved by the Director of the Doctoral Program and Dean(s) of the School of Business. Any change in committee membership may result in repeating the term in which the change was made.

If the Dissertation Committee Chair or any Committee member anticipates an extended but temporary absence during the time the student is working on the dissertation, the member shall communicate with the student in advance regarding his/her availability or unavailability during this absence.

### **3.5.2 Dissertation Committee Members' responsibilities**

The Dissertation Committee is responsible for supporting the Dissertation Committee Chair's supervision of the student's dissertation research and adding their expertise and insight to help guide the student's progress. All members supervise the development of the Dissertation Proposal, the research, and the writing of the dissertation, and are responsible for recommending approval of the final dissertation to the Doctoral Program.

The initial responsibility of the Dissertation Committee is to review the dissertation plan to determine the feasibility and significance of the candidate's topic, appropriateness of research methodology, and potential contribution to the field. The specific details of how the Dissertation Committee will function, such as individual or group meetings and online communications, are at the discretion of the Dissertation Committee and its Chair. However, how the Dissertation Committee chooses to work shall be clarified with all members and students at the outset of the Dissertation process.

Dissertation Committee members are responsible for reviewing the dissertation drafts and providing feedback in a timely manner. The Dissertation Committee is responsible for ensuring that the research is theoretically supported and methodologically sound.

The responsibility of the Dissertation Committee is to examine the student's work, determine the acceptability of the dissertation, and arrange for an oral defense, all in the policies set forth by SNHU. The Dissertation Committee shall meet before the scheduled defense to discuss and agree on the dissertation and procedures for the defense.

### **3.6 Student's Responsibility**

The responsibility for selecting a topic, designing, and conducting the research, and writing the dissertation lies solely with the student. Students will seek advice from their Dissertation Committee Chairs, other faculty, or outside experts -- particularly in the planning phase of the study -- and will keep their Chairs informed of their progress. If the dissertation is part of a larger project, or if other collaborative arrangements exist, the student's role vis-a-vis others need to be clearly spelled out at the time the dissertation proposal is submitted.

*It shall be the responsibility of the student to observe deadlines for the submission of revisions and final copies of the dissertation. The student is also responsible for ensuring that all forms and official documents are filed in a timely fashion and within the deadlines as specified. Any exceptions to this must be approved in advance by the Dissertation Committee Chair and the Director of the Doctoral Program.*

### **3.7 Dissertation Procedures**

There are three phases in the overall dissertation stage.

- Topic Proposal Phase, including presentation and acceptance of the dissertation topic. This is typically the first doctoral colloquium course.
- Dissertation Proposal Phase, culminating in the defense of the dissertation proposal. This is typically the second doctoral colloquium course, but it could take more than one iteration of this course to successfully complete. Upon successful completion of this phase, the student will submit their proposal to the IRB if necessary.
- Dissertation Writing Phase, culminating in defense of the dissertation; this is typically the third doctoral colloquium course but could take more than one iteration of this course to successfully complete.

At any time, a student may be required to repeat any or all of these courses, depending on their progress.

#### **3.7.1 The Dissertation Topic Proposal**

During this phase, students develop a dissertation topic. This document is typically an abbreviated version of the first three chapters of a complete dissertation – introduction, literature review, and methodology section. This document usually ranges from 10-20 pages. Once the Dissertation Committee and Chair agree that the topic proposal is ready to be formally presented, a Topic Proposal Hearing is scheduled. At the time of the Topic Proposal Hearing, the Chair, in consultation with Committee members, shall determine the revisions to be made to the Topic Proposal. The student shall then rewrite the Proposal to confirm and resubmit it to the Dissertation Committee.

Students who fail to make progress in a particular phase will receive a failing grade. Students who make progress towards a topic or dissertation proposal are required to register for additional colloquia until the required stages are satisfied.

### **3.7.2 The Dissertation Proposal Phase**

During this phase, students continue to work on a more formal proposal based on the previously approved topic. In this phase, students typically complete the first three chapters of their dissertation - the introduction, the literature review, and the proposed methodology. This document is longer than the topic proposal, averaging 30-60 pages. Upon completion of this phase and approval from their committee, students need to submit their proposed research to the Institutional Review Board (IRB) if applicable. Once it is approved by this board, the student can then begin their research.

### **3.7.3 The Dissertation Proposal Hearing**

Once the Dissertation proposal is completed and accepted by the Dissertation Committee, the Dissertation Committee sets a Hearing date. The student coordinates a schedule for a Dissertation Proposal Hearing with the Dissertation Committee. In anticipation, the student shall submit a copy of the final draft of the Proposal to all members of the Dissertation Committee. Copies of the Dissertation Proposal shall be submitted at least two weeks prior to the Hearing. Students are encouraged to submit the Dissertation Proposal a full month before their Hearing so that Readers have sufficient time for study and reflection. A decision regarding approval of the Dissertation Proposal will be made at the Dissertation Proposal Hearing.

### **3.7.4 The Dissertation Proposal Approvals**

For the proposal hearing, doctoral candidates will meet with members of their Dissertation Committee at the scheduled time to answer questions related to the Dissertation Proposal. The candidate needs 3 proposal approvals to proceed.

#### **3.7.4.1 Dissertation Committee Approval**

The Dissertation Committee will use the following criteria to review and approve the Proposal:

- Clarity of problem formation and concepts
- Significance
- Scholarliness
- Appropriateness and specificity of design and methodology
- Feasibility
- Relationship to student's experience, studies, and interests

The committee will make one of four decisions:

- a. The proposal is accepted.
- b. The proposal is accepted with specific qualifications and revisions.
- c. The proposal is rejected in its present form but may be revised and resubmitted at a later date;

another proposal hearing will be held.

d. The proposal is rejected.

When members of the Dissertation Committee are satisfied with a proposal, they will sign an *Approval of the Doctoral Dissertation Proposal Form*. This form is filed with the Program. All members of the Committee must sign the form, but the proposal is not considered accepted until the Institutional Review Board also approves it.

### **3.7.4.2 Institutional Review Board Approval**

After the Dissertation Committee has approved the Dissertation Proposal, students are required to complete an Application for Approval of Research Involving Human Subjects and submit it to the University-wide Institutional Review Board (IRB) prior to any contact with human subjects or conducting the actual research. The Dissertation Committee Chair will review and approve the student's IRB proposal to ensure compliance with the standards established by the Institutional Review Board.

Students should visit the IRB website for details on this process. It is the practice of the Institutional Review Board and the Doctoral Program that no data may be collected for the dissertation research prior to the approval of the Institutional Review Board application regardless of whether the data collection involves human subjects. Research not involving human subjects will likely be eligible for exempt status from IRB.

Students are advised that if their proposed research is "high risk," it must be reviewed by the full Institutional Review Board and that this committee is not required to meet regularly during June, July, and August.

### **3.7.4.3 Authorization To Commence Research**

Upon receipt of Institutional Review Board approval, the Dissertation Committee Chair will submit to the Director of the Doctoral Program

- (a) the signed *Approval of Doctoral Dissertation Proposal Form* (if applicable), and
- (b) the Institutional Review Board approval.

The Director of the Doctoral Program will determine that all procedural conditions are met and provide the authorization to begin the research as detailed in the Dissertation Proposal. The Director of the Doctoral Program may withhold this authorization for cause. Upon approval, the signed form and attachments are placed in the student's academic record, and a copy of the *Approval of Doctoral Dissertation Proposal Form* is provided to the student and to the Dissertation Committee Chair authorizing the research to commence.

Upon formal approval of the full Dissertation Proposal by the Dissertation Committee, and the IRB, the Doctoral Candidate may start the research and prepare a dissertation manuscript under the Dissertation Committee Chair's direct guidance and supervision.

### 3.7.5 Dissertation Writing Phase

In this final phase, students conduct the research and finalize their project, including the last two or three chapters of their dissertation - results discussion and conclusion. Occasionally a sixth chapter may be required if the committee deems it necessary. The students also present and defend their dissertations to their committee.

The PhD is awarded only after successfully completing all the above stages. Successful dissertation completion requires a collective certification and acceptance of the final draft of the dissertation by all committee members. The dissertation defense is typically open to the public. However, the questions and answers session and discussion among the committee members and doctoral candidate will be closed door.

### 3.8 Dissertation Objectives

Sections in this manual provide detailed guidance on writing an acceptable dissertation. Key elements are summarized here. This summary is not a substitute for the sections that follow. The role of a dissertation is to demonstrate the ability to conduct original research independently. But it should also meet other standards above this minimum:

- **MASTERY:** The dissertation should reflect scholarly and literary merit demonstrating the candidate's ability to conduct and present independent, original, and creative research. The research is expected to draw upon advanced learning in the student's major areas of interest and demonstrate mastery of that knowledge.
- **INDEPENDENCE:** A dissertation must be an independent study, but it may also be part of a larger study or use data from a prior study (secondary analysis).
- **SIGNIFICANCE:** The dissertation should contain: a new idea or approach, new knowledge or understanding, a creative extension/application of theory and knowledge. The research should be a significant, original, unique contribution representing a genuine addition to the fundamental knowledge relevant to the field. Findings must be generalizable and significant to advancing knowledge, professional practice, method and/or policy.
- **SCIENTIFIC:** The research should possess the major characteristics of scientific inquiry and the scientific method: objectivity and reproducibility. The research hypotheses or the goals and specific objectives should be measurable and testable. Design, methods, measurement, and data should withstand the scrutiny appropriate for scientific research. Analysis of results and research findings should be explained and described so that they can be replicated and confirmed. The use of actual problems to generate hypotheses and models for testing should be encouraged.
- **ANALYTICAL:** Dissertations may include empirical applications of theory based on properly grounded conceptual models, original theoretical frameworks, or analyses, and/or innovative methodologies that extend literature. A dissertation makes an argument. It cannot simply be a directory, typology, or taxonomy. Even if a dissertation focuses on the historical description of a particular event, there should be an explicit

analytical argument or theory advanced which explains the event.

- **RELEVANT:** The dissertation should clearly indicate the relevance and importance to the field of the problem studied, the relationship of the research to the literature, and the significance, originality, and generalizability of the results. Ideally, the dissertation should address potential applications of the research results.
- **SCOPE:** The scope of the research should have sufficient generalizability and relevance to be of significance. The dissertation scope should require the time and effort equivalent to a minimum of one academic year of graduate study.
- **PUBLISHABLE:** Studies should be based on formal theoretical or conceptual frameworks for investigating a question or testing a hypothesis relevant to the field. The results of this research should be of sufficient substance, rigor, and creativity to meet the standards of excellence for written scholarship and be publishable in major technical journals in the field.
- **EDUCATIONAL:** The dissertation should be of sufficient caliber to provide a focused, in-depth educational experience for the student. This includes logic in design and conceptualization, valid and reliable measurement, appropriate analytic technique, and interpretation of results.
- **FEASIBLE:** The dissertation should have appropriate available resources, its completion can be anticipated in a reasonable time frame, consider the scope, cost, and pragmatics of completing the research, and its relevance to the student's goals (i.e., prepares students for future employment and professional practice).
- **STYLE:** A dissertation should demonstrate high proficiency in written communication. Findings and conclusions should be detailed in a clear and concise style appropriate for scientific presentation, avoiding verbosity, opinion, and emotionality. The research should be contextual, referring to other researchers' relevant results and methods, with particular attention to recent publications. The Dissertation proposal must use the APA referencing style.
- **ETHICAL:** The Institutional Review Board (IRB) must approve all human subjects research. According to federal guidelines, a dissertation involving human subjects cannot be accepted without prior IRB approval.

### 3.9 Components of the Dissertation

Dissertations typically follow a traditional design. A conventional dissertation presents an in-depth analysis of an issue of substantive disciplinary concern. It generally includes an overview that captures the scope and significance of the issue in the context of the literature. Several chapters present conceptual, theoretical, and/or empirical analyses that address facets of the issue under scrutiny. The analysis is empirical, comparative, and hypothesis-driven. Such dissertations may draw overall conclusions and include policy implications that summarize the significance of the results.

Doctoral students are required to learn and use a common reference and publication style. The School of Business recognizes the American Psychological Association (APA) citation

guidelines as the standard to be used in all business courses.

### **3.9.1 Abstract**

A 250-word abstract should summarize the dissertation's contents. It includes a summary of the problem investigated, the method of investigation, and the principal research expected findings. The Abstract is not included in the page count.

### **3.9.2 Chapter 1: Introduction**

The introduction of the Dissertation proposal provides a statement of the problem and a description of the purpose of the study, its rationale, and its significance. The introduction is not the place for detailed explanations; it should be succinct and straightforward.

### **3.9.3 Chapter 2: Literature Review**

The Literature Review identifies the relevant research and theory in academic and research literature, substantiates choices about the topic and methodology, and provides a theoretical/conceptual basis for the study. At heart, it is an expansion of the rationale; a detailed explanation of the arguments that lead to proposing research questions and hypotheses for the study. The Literature Review is a major part of the proposal.

The Literature Review will tell the committee:

- That the research being proposed has not been done before therefore is unique. It helps the student clarify precisely what the proposed study will contribute.
- Provides ideas on methods that may be used, and sometimes procedures and instruments that may be used or adapted to the study.
- Provide conceptual frameworks that may be used or adapted in the research.
- Provides a baseline of comparable studies that will be used in the last chapter of the dissertation to compare the results to those of other studies.

### **3.9.4 Chapter 3: Theory / Conceptual Framework / Methodology**

This chapter presents the theoretical or conceptual framework applied to the problem or topic to frame methodology and analysis. The framework may derive from previous research or from the literature. This chapter should be precise in phrasing how the theory, research questions, and hypotheses related to each other, how key concepts are operationalized, and how they will be tested. The framework should be brief and include:

- **Theory:** A brief description of the theoretical and/or conceptual framework that organizes the research (derived from the literature review).
- **Definition of Concepts:** The theoretical definitions of concepts to appear in the research questions and statement of hypotheses.
- **Research Questions:** The questions to be addressed by the methodology. There must be



one or more research questions directly related to the review of the literature. State them succinctly and unambiguously.

- **Hypotheses:** State the hypotheses to be tested by the analysis. There must be one or more hypotheses. Hypotheses must be directly related to the review of the literature. State the hypotheses succinctly and unambiguously, clarify assumptions made, and provide a clear rationale (i.e., why would you expect those findings? Or what justifies that hypothesis?). In some instances, theoretical or historical research hypotheses may not be needed. Instead, you must provide a Statement of Research Goals, stated unambiguously, with a clear rationale based on the review of the literature.

The **Research Methodology** provides a detailed description of all aspects of the research design, procedures, and validation. A Methodology should be sufficiently detailed to allow an independent investigator to replicate or verify the research. It should have a sound epistemological grounding, so that procedures are consistent with theoretical and conceptual tenets. This chapter should also include:

- **Research Design:** A description of the research design to be used, including design notation. Is it qualitative, quantitative, case study, or mixed methods? Is it an Empirical Dissertation, An Evaluation Dissertation, or A Policy Dissertation? The design narrative should rule out rival hypotheses and address any threats to Internal Validity.
- **Sample:** Who are the participants, how will they be sampled and why, and what is the study's external validity. The proposed sample must be drawn defensibly and be substantial enough (i.e., theoretically, conceptually justified, of sufficient size) to draw appropriate and generalizable conclusions. The narrative should detail the continuum of expected generalizability and address any threats to External Validity.
- **Procedures:** The research plan and procedures must clearly describe how the methods and analyses will address and answer each research question and test each hypothesis. Proposals often include a chart that shows the links between theory, hypotheses, key variables, procedures, analysis and expected findings. A Logic Model may be used to detail these relationships for the Methodology.
- **Instrumentation:** What surveys, interview schedules, or instruments will be used? How are they developed? (Must be attached as an APPENDIX). What questions are asked to operationalize dependent and independent variables? What is the validity and reliability of instruments? A Procedures and Instrumentation narrative should detail how independent variables are operationalized to represent hypothetical constructs, and address threats to Construct Validity, Content Validity, and more subjective Face Validity issues.
- **Analysis:** This section should describe how the research hypotheses or goals and specific objectives will be evaluated by outlining how each hypothesis or goal and specific objective will be tested using the data collected by the research plan, specify statistical procedures to be used, and the index construction planned. Will you use SPSS or other programs? The narrative should address threats to Predictive Validity, Conclusion Validity, and issues of Reliability Theory (quantitative) or Trustworthiness (qualitative).
- **Limitations:** The narrative should offer a candid assessment of the limitations of the



study. This includes: (1) Limitations that derive from any aspect of the study and its methodology that may result in threats to Trustworthiness or Validity/ Reliability not fully controlled by design or resulting from the design and procedures. (2) A detailed discussion of any mitigating factors or measures the investigator will use to counter or reduce these limitations. (3) Any potential confounding, alternative interpretation, or other issues that may remain after corrective steps are taken, and how these remaining limitations may delimit findings.

### **3.9.5 Chapter 4: Results Discussion**

This chapter presents the results of the data analysis. A careful and thorough discussion of the results should provide an explanation of the results and how these are connected to the hypotheses. This chapter should be precise in phrasing how the results, research questions, and hypotheses related to each other, how key concepts are operationalized, and how they were tested.

#### **3.9.5.1 Statement of Limitations**

This is an important section of the discussion chapter. The study's limitations should already have been discussed first in the dissertation proposal and then in the dissertation's methods and procedures section. Once the data collection and analysis have been completed, other limitations may become apparent, or the effect of previously known limitations may be made evident. This section addresses the third limitation identified in the Methods section (i.e., limitations that may remain after corrective steps were taken) and adds a fourth (limitations that become apparent after data collection and analysis have been completed). These limitations, and how they delimit findings, should be openly presented to the reader. In addition to known limitations identified in the Methods section, examples of newly emerging limitations may involve unforeseen difficulties confronted in collecting data which led to bias, problems in data analysis due to lack of variability in the data or small sample numbers in certain subgroups.

The Statement of Limitations should include a summary narrative describing all four general components: First, limitations that derive from any aspect of the study and its methodology. Second, a summary of any mitigating factors or measures the investigator uses to counter or reduce these limitations. Third, limitations may remain after these corrective steps were taken. And fourth, limitations become apparent after data collection and analysis have been completed. The goal of this section is to clearly identify all threats to validity, reliability, any potential confounding or alternative interpretation, and any other issue that limits or may appear to limit the study's findings and generalizability.

#### **3.9.5.2 Implications**

Just as the discussion relates back to the rationale, the implications relate back to the significance. The dissertation may have one or more of three general types of implications: theoretical, professional practice, and research. Each that is relevant should be addressed in an implication's subsection.

Theoretical implications should include discussing how results support or refine a pre-existing theory or establish a new one. What are the potential implications of this new or refined theory?

Professional Practice implications should include a discussion of how the knowledge obtained affects professional practice. Does it validate new interventions or innovations in existing programs? Does it suggest changes in current practice? Does it help plan, target, or strategize interventions for given groups? Does it help us understand the root causes of a professional practice phenomenon? This discussion should explain how results help practitioners, and clarify what the practitioner may learn from the research to advance professional practice. Research Implications should include a discussion of how the methods used may affect future research. For example, the dissertation may cut new ground by using a new or unusual method and demonstrate its efficacy. More commonly, the dissertation research may have developed a new scale and shown it to have good reliability and validity. Or the dissertation research may have used a scale which is relatively new and/or used in a new way, adding to its value or validity.

### **3.9.6 Chapter 5: Conclusion**

This chapter should discuss the major findings and how the results suggest further research. Whenever research is conducted, some aspects of the research problems are left out, or the results may raise questions that were not obvious prior to the study. As the investigator seeks to reconcile results with the thinking that went into the discussion section, new questions and hypotheses may emerge. For example, as some aspects of the methodology are critiqued, suggestions for research with new or improved methods may arise. If an alternative theory was used to explain results, new or next questions or hypotheses might arise to further test the alternative theory. The purpose of this section is to suggest further research, based on dissertation findings, as a next step to expand the knowledge base or make results more applicable to professional practice.

### **3.9.7 Bibliography / References**

This section should include a complete alphabetical list of the literature referred to and relied upon in the dissertation proposal. The Bibliography is not included in the total pages allowed for the Dissertation proposal.

### **3.9.8 Appendices (as needed)**

This section should include copies of supportive documents and supplementary materials: e.g., survey questionnaires, interview schedules, and observation protocols to be used in the study, informed consent forms, and additional detailed contents or outputs that not included in the main body of the dissertation.

### **3.10 Dissertation Defense**

The Doctoral Dissertation Committee will conduct a final oral exam wherein the candidate defends the dissertation. The PhD candidate will defend their dissertation to a large general audience in a public setting, followed by a private closed-door discussion between candidates and Dissertation Committee members. Ordinarily, this oral defense will be conducted upon completion of the dissertation during a regular academic term.

Failure to comply with these procedures will result in the defense being delayed. Students should refer to the guidelines for submitting completed dissertations before preparing final copies, since

these guidelines define the format and other requirements.

To participate in April/May graduation ceremonies, doctoral students must successfully defend their dissertations and complete all materials prepared for the submission of their final version of the dissertation by April 7 or the date set by the Office of the Registrar.

To participate in October/November graduation ceremonies, doctoral students must successfully defend their dissertations and complete all materials prepared for the submission of their final version of the dissertation by October 7 or the date set by the Office of the Registrar.

### **3.10.1 Final Dissertation Draft**

The final Dissertation draft must be submitted to each Committee member at least two weeks before the defense. This final draft must be complete in all respects and editorially acceptable for final approval at the time of the defense. The candidate will send the Dissertation Committee Chair the title pages to be signed by members of the Dissertation Committee indicating their official approval of the dissertation after the final defense. These pages should be included with the final copy of the dissertation.

### **3.10.2 Scheduling The Defense**

After informal approval of the dissertation by each of the Dissertation Committee members, candidates will work with their Chair to schedule a tentative date for their defense hearing. The candidate shall submit the completed dissertation to the Dissertation Committee Readers at least two weeks prior to the defense. The respective Program Director shall be notified of the defense date so that they can schedule the room and notify the university community.

## **3.11 Guidelines For Doctoral Defenses**

The Doctoral Program sets these Guidelines for Defense Hearings. The Committee may depart from these guidelines only under extenuating circumstances.

The defense is public. It can be attended by School and University communities and, where reasonable in the eyes of the Dissertation Committee, by others from outside the University. Copies of the abstract may be made available to interested parties upon request. When possible, the defense shall be scheduled in a room that can accommodate visitors. Faculty who are visiting, visitors, and members of the School and University community are asked to defer to the Dissertation Committee Chair's judgment concerning matters of protocol.

Technically, the defense is also an Oral Examination, which means that the Dissertation Committee may choose to question the candidate about issues relevant to, but not directly part of, the dissertation. For example, the committee may question the candidate about the use of a particular statistic or about a body of literature that is pertinent to the dissertation but not cited therein. Such questions and answers sessions and discussions among the committee members and doctoral candidates will be closed to the public.

### **3.11.1 Presentation Guidance**

Except in exceptional circumstances, doctoral dissertation defenses will not exceed two hours in duration. After an introduction by the Chair, the candidate will make a Presentation for about 45 minutes, never more than one hour, and rely on PowerPoint and posters as needed. The Presentation shall state the problem investigated, the research design and design notation, research questions and hypotheses, outline the methodology, sampling procedures, instrumentation, principal research findings, conclusions derived from these findings, what new methods were used and shown effective, and what new scientific knowledge it adds to the field. The Presentation should be concise and tightly organized as befits a scientific presentation. Avoid verbosity and only address matters of direct relevance to the research. Opinions or advocacy are not scientific findings and should be limited to a final discussion.

### **3.11.2 The Hearing**

The public defense provides a formal opportunity for the Committee to question candidates about their work and to vote on the quality of that work. As the defense is an Oral Examination, the Dissertation Committee will complete its questioning first; this includes the Director of the Doctoral Program who is an ex-officio member of all dissertation committees. Once the Dissertation Committee members and the Doctoral Program Director are finished, the Chair of the Committee will ask if any other faculty has questions. Any faculty may then ask questions of the candidate at the defense. Unless there are extenuating circumstances, and time allows, the Dissertation Committee Chair will allow visitors and students an opportunity to pose questions appropriate to the defense.

The Dissertation Committee's deliberations after the defense will be in Executive Session, with only the Dissertation Committee and the Director of the Doctoral Program present. The Committee's decision will include a vote of pass or fail on the presentation, and a list of recommended or required changes in the dissertation, summarized by the Committee Chair. Only the Dissertation Committee faculty may vote on whether the candidate passed or failed the examination. When serving as an ex-officio member of the Dissertation Committee, the Program Director may ask questions and request changes but does not vote on whether the candidate passed or failed the examination.

The candidate is the only person who returns after the Dissertation Committee's deliberations. Feedback from the Committee is to the candidate only. It is common for a committee to require some modifications to the dissertation after the defense; candidates should reserve time and resources for making these changes after the final defense. The candidate will not have completed the dissertation until all changes required by the Committee are addressed, accepted, and submitted to the Committee Chair and the committee. The Committee Chair and the committee formally approve the final dissertation for the Doctoral Degree.

### **3.11.3 Concerns About Protocol or Standards at The Defense**

A faculty concerned with protocol or standards at Defense Hearings is asked to share those concerns with the Director of the Doctoral Program. The Director will rule on such matters and this ruling will be final. Faculty are requested to refrain from public criticism of colleagues

serving as Chairs or Readers on Dissertation Committees, particularly in the presence of students or visitors.

### 3.12 Dissertation Formatting

The Dissertation requires a common publication style shared by the social sciences: the American Psychological Association (APA) author/date style. Other methods, like the *Chicago Manual of Style* [CMS] superscript style, are not used. Students may use the latest edition of the APA style manual or access basics online. Examples of online APA style and published guides include:

Manual: American Psychological Association (2019). *Publication Manual of the American Psychological Association* (7th Edition). Washington, DC: American Psychological Association.

Online: APA electronic reference

- i. <https://apastyle.apa.org/style-grammar-guidelines>.
- ii. <https://southeast.iu.edu/writing-center/guides/apa-guide.php>.
- iii. [https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_style\\_introduction.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html)

APA Style Quick Reference

<https://libguides.asu.edu/citing/APA>.

Guides:

Bolker, Joan (1998). *Writing Your Dissertation in Fifteen Minutes a Day: A Guide to Starting, Revising, and Finishing Your Doctoral Thesis*. New York: Henry Holt.

Booth, Wayne, Gregory Colomb, & Joseph Williams (2003). *The Craft of Research*. 2nd edition. Chicago: The University of Chicago Press.

Gelfand, Harold & Walker, Charles (eds.) (2001). *Mastering APA Style: Student's Workbook and Training Guide*.

Mauch, James & Jack Birch (1998). *Guide to the Successful Thesis and Dissertation*. New York: Marcel Dekker.

Miller, Joan & Bruce Taylor (1987). *The Thesis Writer's Handbook*. West Linn, Oregon: Alcove Publishing Company.

Rudestam, Kjell & Rae Newton (2007). *Surviving Your Dissertation: A Comprehensive Guide to Content and Process* (3rd edition). Los Angeles: Sage Publications.

Washington, DC: American Psychological Association  
<https://apastyle.apa.org/products/publication-manual-7th-edition>

### **3.12.1 Formatting and Binding Procedures**

The purpose of these standards is to ensure proper preparation and preservation of the dissertation as required by the doctoral program. It is imperative that in preparing the final manuscript the following steps be thoughtfully carried out. A dissertation should be written in a style appropriate to the discipline. The form, organization, and bibliographical style used by the Doctoral Program are compatible with professional publications in the field.

### **3.12.2 Manuscript Formatting**

Guidelines for formatting the dissertation are found on the next few pages. The Doctoral Program must review a draft copy of your dissertation before the final copies are made to avoid last-minute changes, extra charges and/or delays. Variations in font, size, italics, and bold may be used judiciously for highlighting purposes. References and bibliography must consistently follow an approved standard format. APA Style is recommended, but others like MLA or Chicago Style may be used.

Dissertations have an approval page, title page, abstract, and table of contents, in addition to the text. Manuscripts should contain the following sections, in the order listed (use model Dissertation Cover Pages included in the appendix):

- Title Page with Approval Signatures (Provided by Program Director)
- Copyright Page (only if the author is copyrighting)
- DEDICATION (optional)
- ACKNOWLEDGMENTS
- TABLE OF CONTENTS LIST OF FIGURES
- LIST OF TABLES
- LIST OF FIGURES (if applicable)
- PREFACE (optional)
- ABSTRACT
- Chapters 1- 5 (Chapter 6 if applicable)
- Introduction Body of Work Conclusions
- References and/or bibliography
- Appendices (as needed, sequentially numbered)

#### **3.12.2.1 Title Page with Approval Signatures**

The Title Page with Approval Signatures contains the name of the professors in the Dissertation Committee and space for their original signatures. It also contains a dissertation title in uppercase, author, and university details. To prepare, follow the models in Title Page with Approval Signatures (refer to the appendix). The program director will provide the uniform PDF

document to all doctoral candidates.

### **3.12.2.2 Abstract**

An abstract is required in the dissertation manuscript. It should not contain a page number and should not exceed 250 words; content beyond 250 words is omitted by the library and online descriptions. The abstract functions as a concise guide to students and scholars surveying research in the field. It includes a summary of the problem, methodology, key findings, and conclusions. Abstracts should not include internal headings, parenthetical citations, figures, or tables.

### **3.12.2.3 Font and Spacing**

Copies must be printed on one side of the page only and must be legible and of uniform quality throughout the document. The font and size should be consistent throughout the document. The text must be double-spaced except for the abstract, tables, footnotes, endnotes, indented quoted text, multi-line captions, bibliography, headers, and footers, which are single-spaced; double spacing should be used between footnotes and bibliographic entries. ***The text must be in standard 12-point size in Times New Roman font.*** Variations in font, size, italics, and bold may be used judiciously for highlighting purposes. Non-standard fonts and sizes may be used if they are fully legible and have prior approval of the Doctoral Program.

### **3.12.2.4 Numbering Pages**

The title pages and abstract pages are not to be numbered. Beginning with Dedication (optional), Acknowledgments, the Table of Contents, List of Tables, the List of Figures, Preface (optional), and Abstract use lowercase Roman numerals (i, ii, iii, etc.). Beginning with Chapter 1, every page of text must be numbered consecutively in Arabic numerals (1,2,3, etc.). Page numbers may appear at the center bottom of each page or similar arrangement but should lie within the margin requirements. If you are using a landscape format for tables or graphs, then the page number can be placed within the 1-inch right margin.

### **3.12.2.5 Margins**

Page margins must allow for binding and trimming. Margins must be 1½ inches on the left and 1 inch at the top, right side, and bottom. Tables and figures are reduced photographically to meet margin requirements. Illustrations/maps that cannot be reduced to fit within these margins may be expanded to the right by means of a foldout sheet. In such instances, margins must be 1½ inches on the left side and the fold placed 1 ¼ inches from the right side of the page.

### **3.12.2.6 Footnotes and Endnotes**

Use Arabic numerals to indicate a note in the text. Notes may be numbered either consecutively throughout the entire manuscript or consecutively within each chapter, and this must be consistent throughout the document. Notes can be placed at the bottom of the page (footnotes), at the end of a chapter or the end of the document (endnotes). The notation style chosen must be consistent throughout the document. Notes to tables (e.g., source) are placed directly below the table, never at the bottom of the page as footnotes or as endnotes.



### **3.12.2.7 Tables/Figures/Maps/Photographs**

Each page must contain a page number containing any table, figure, map, or photograph.

### **3.12.2.8 Using Published Documents as Models**

Doctoral candidates should be cautious about using copies of documents shelved in the library as format models. Some of these works may contain errors or may reflect earlier practice. When the guidelines in this publication are insufficient, students should contact the Doctoral Program Director for more detailed information.

### **3.12.2.9 Institutional Review Board Statement (if applicable)**

This identifies and discusses all issues and procedures related to the protection of human subjects.

### **3.12.2.10 Bibliography/References**

This section should include a complete alphabetical list of the literature referred to and relied upon in the dissertation proposal. The APA Style standard for listing references is required. Since these references will be incorporated into the final dissertation manuscript, the style should already correspond to the current edition of the style chosen for the dissertation.

### **3.12.2.11 Appendices**

This section should include copies of supportive documents and supplementary materials: e.g., survey questionnaire, interview schedules, and observation schedules to be used in the study; informed consent forms and letters to subjects; data and additional contents/output reports. After the proposal is approved, add the Institutional Review Board approval and official letters of permission from organizations participating in the study. These appendices should also be attached to the dissertation manuscript.

## **3.13 Disputes**

If a dispute or disagreement arises between a doctoral candidate and a member of the Dissertation Committee or between members of the Dissertation Committee at any point during the Dissertation Process, the doctoral candidate shall refer the dispute to the Director of the Doctoral Program who will seek to resolve the matter or, failing a resolution, follow the [School Grievance Procedures](#).

## **3.14 Approval of the Dissertation**

The Doctoral Dissertation Committee certifies that the completed dissertation is satisfactory through the signatures of all Committee members on the signature page of the completed dissertation. The Dissertation Committee recommends the conferral of the PhD degree to the Director of the Doctoral Program. The Doctoral Program and the School award the degrees.



### **3.15 Submission of The Dissertation**

The dissertation submission is the last step leading to the award of the PhD degree. Doctoral Candidates submit the final Dissertation manuscript to the Director of the Doctoral Program for final review and submission for publication. The Director of the Doctoral Program approves the completed dissertation on behalf of the Doctoral Program and the School and notifies the Office for the Registrar to award the PhD degree and to enter the Candidate for graduation.

The dissertation is to be submitted by the deadline in the term in which the degree is to be conferred. Those students who complete the requirements and submit the dissertation after this deadline will earn a degree the following graduation date but will not be required to pay fees for subsequent terms.

Candidates typically copyright their dissertation after receiving the final approval from the Chair of the Doctoral Program. Whether or not a candidate copyrights the dissertation, the candidate is responsible for complying with all current copyright laws and regulations governing the inclusion of another's work in their work. Candidates are cautioned to pay special attention to these regulations when reproducing instruments, in whole or in part, that are published elsewhere.

#### **3.15.1 Procedural Checks**

Students should check with the Registrar to ensure no "Incomplete" grades remain on their transcript, that they have completed all program and School requirements, paid all fees, and are on the graduation clearance list. These checks ensure the graduation clearance process will go smoothly. This entails submitting a "Petition to Graduate" through the mySNHU site.

#### **3.15.2 Submissions And Deadlines**

The Registrar has firm dates for the submission of all materials for graduation. Inquiries about required submissions and deadlines should be addressed to the Office of the Registrar. Students must register to graduate. All dissertation materials must be submitted to the Director of the Doctoral Program by April 7 for Spring commencement and by November 7 for Fall commencement, or the date set by the Office of the Registrar. Materials submitted after the University's deadline will be reviewed for the subsequent graduation date depending upon the date of submission.

Southern New Hampshire University will confer the degree on 1<sup>st</sup> of each month. Doctoral Candidates must satisfy all degree requirements and submit a final dissertation copy with approval signatures from all committee members to the ProQuest Portal on time as follows:

- Degree conferred in Spring term, no later than April 7
- Degree conferred in Summer term, no later than August 7
- Degree conferred in Fall term, no later than December 7

### **3.15.3 Dissertation Access**

Copies of all doctoral dissertations completed at the school are preserved in the Shapiro Library.

### **3.15.4 Online Access**

Dissertations are made accessible online. This makes the dissertation more easily available to a larger audience than a printed dissertation. The dissertation shall be saved in PDF format on the web server maintained and administered by SNHU. The conversion of the dissertation into PDF format is the responsibility of the Candidate. Dissertations and the accompanying abstracts are published online exactly as they are submitted in PDF format.

### **3.15.5 Sequestration**

In unusual circumstances, a candidate may request the university to protect the author's rights or accommodate pending permissions by temporarily sequestering the work. In such cases, the candidate or Advisor must write to the Director of the Doctoral Program requesting sequestration and offering a brief justification for the delay in public availability. If approved, the Doctoral Program will keep all manuscript copies until the sequestration period ends. The Doctoral Program will notify the student and advisor in advance of the dissertation's release.

## **3.16 Copy and Copyright Procedures**

Copyrights can be obtained on a wide variety of intellectual products, including writings, lectures, musical compositions, sound recordings, films, videotapes, computer programs, manuals, codes, software, architectural designs, paintings, and sculpture. A person whose work is going to be published or made available online should consider their rights under the Copyright Act of 1976. Under this Act, any work that is published, provided it is not Federal property, may be copyrighted. Shapiro Library will secure a copyright in the author's name. An individual may also copyright their work directly with the Library of Congress.

Copyright protects your rights as an author. These include your exclusive right to copy your manuscript, distribute copies, display the work, perform it, and create derivative products from the original. The Shapiro Library web contains extensive information on copyright. As an original manuscript, the existing copyright laws afford you some degree of protection. Should you choose to copyright your dissertation, you guarantee that the work is original and that you have followed accepted standards in acknowledging the work of other authorities. Copyright will be in effect for your lifetime and fifty years after your death.

The Dean's office (or a duly designated party or department) submits copyright on behalf of the students. The Copyright Office of the Library of Congress provides information useful in making a decision. Write to the Library of Congress Copyright Office, 101 Independence Ave. S.E., Washington D.C. 20559, call (202) 707-3700, or go to <http://www.loc.gov>.

## **3.17 Checklist of Final Dissertation Requirements**

The dissertation manuscript is formatted as indicated, including a cover page with original signatures and typed names of Dissertation Committee members

- Complete and submit **PETITION TO GRADUATE** form.
- Review Degree Audit Letter fromt the Registrar's office to ensure no grades of Incomplete remain, all program and School requirements are complete, and the candidate is on the graduation clearance list.
- Confirm with the Financial Office to ensure there is no outstanding balances.
- Submission of the dissertation to the Director for publication.

### **3.18 APPENDIX – Dissertation formatting**

The Title Page with Approval Signature is provided on the next page. Each member of the Dissertation Committee must sign four or more copies of the signature page. The Chair of the Doctoral Program approves the dissertation and submits it to the Office of the Registrar.

#### **PhD in International Business**

##### **Dissertation Outline**

- Title Page with Approval Signatures (Provided by Program Director)
- Copyright Page (only if the author is copyrighting)
- DEDICATION (optional)
- ACKNOWLEDGMENTS
- TABLE OF CONTENTS LIST OF FIGURES
- LIST OF TABLES
- LIST OF FIGURES (if applicable)
- PREFACE (optional)
- ABSTRACT
- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Methodology
- Chapter 4: Results
- Chapter 5: Conclusion
- (Chapter 6 if applicable)
- References and/or bibliography
- Appendices (as needed, sequentially numbered)



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**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree  
of  
Doctor of Philosophy in International Business  
in the  
School of Business  
of  
Southern New Hampshire University**

Committee Approval:

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