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## Report of the New Program Review Committee: Proposal for a Ph.D. in Business Administration

University of Rhode Island Faculty Senate

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The University of Rhode Island, Kingston, RI 02881-0806  
Office of the President (401)-792-2444

M E M O R A N D U M

TO: Richard A. Katula  
FROM: Edward D. Eddy *EDE*  
DATE: September 24, 1986  
SUBJECT: Faculty Senate Bill #85-86--<sup>30</sup>5: Report of the New Program Review  
Committee: Proposal for a Ph.D. in Business Administration

I am returning Faculty Senate Bill #85-86--<sup>30</sup>5 which I have approved. As you know, we have put forward to the Board of Governors a request for restrained funding to support this program. I will keep you apprised of issues and actions related to this request.

cc: W. R. Ferrante  
M. B. Swan

*Rec'd  
9.29.86  
Fac/ky  
Senate*

THE UNIVERSITY OF RHODE ISLAND  
Kingston, Rhode Island

FACULTY SENATE  
BILL

Adopted by the Faculty Senate

TO: President Edward D. Eddy

FROM: Chairperson of the Faculty Senate

1. The attached BILL, titled Report of the New Program Review Committee: Proposal for a Ph.D. in Business Administration,

is forwarded for your consideration.

2. The original and two copies for your use are included.

3. This BILL was adopted by vote of the Faculty Senate on May 1, 1986 (date)

4. After considering this bill, will you please indicate your approval or disapproval. Return the original or forward it to the Board of Governors, completing the appropriate endorsement below.

5. In accordance with Section 10, paragraph 4 of the Senate's By-Laws, this bill will become effective May 22, 1986, three weeks after Senate approval, unless: (1) specific dates for implementation are written into the bill; (2) you return it disapproved; (3) you forward it to the Board of Governors for their approval; or (4) the University Faculty petitions for a referendum. If the bill is forwarded to the Board of Governors, it will not become effective until approved by the Board.

May 2, 1986  
(date)

Richard Katula  
Richard Katula  
Chairperson of the Faculty Senate

-----  
ENDORSEMENT

TO: Chairperson of the Faculty Senate

FROM: President of the University

Returned.

- a. Approved \_\_\_\_\_.
- b. Approved subject to final approval by Board of Governors .
- c. Disapproved \_\_\_\_\_.

May 21, 1986 (date) Edward D. Eddy  
President

*9/24/86 1ST*  
*2/4/88 2ND*  
*for phase in*

THE UNIVERSITY OF RHODE ISLAND  
KINGSTON, RHODE ISLAND

REPORT OF THE NEW PROGRAM REVIEW COMMITTEE  
MARCH 28, 1986

ON MARCH 27, 1986, THE NEW PROGRAM REVIEW COMMITTEE VOTED UNANIMOUSLY (ONE ABSENTATION) TO RECOMMEND THAT THE FACULTY SENATE APPROVE THE PROPOSED PH.D. IN BUSINESS ADMINISTRATION AS A CLASS B\* PROGRAM WITH THE FOLLOWING STIPULATION:

THAT THE DEAN OF THE COLLEGE OF BUSINESS ADMINISTRATION AND THE VICE PRESIDENT FOR ACADEMIC AFFAIRS MUST CERTIFY TO THE PRESIDENT (WHO SHOULD NOTIFY THE DEAN OF THE GRADUATE SCHOOL) THAT ADEQUATE RESOURCES (NEW AND/OR TRANSFERRED) HAVE BEEN ALLOCATED TO EACH PROGRAM SPECIALIZATION BEFORE IT IS LISTED IN THE GRADUATE SCHOOL BULLETIN AND BEFORE APPLICATIONS ARE PROCESSED FOR ADMISSION.

AN ABBREVIATED VERSION OF THE PROPOSAL WHICH IS IN THE FORMAT REQUIRED BY THE BOARD OF GOVERNORS FOR HIGHER EDUCATION IS ON THE FOLLOWING PAGES.

A. PROGRAM INFORMATION

1. Name of institution: The University of Rhode Island
2. College: College of Business Administration (CBA)
3. DEGREE to be conferred: Doctor of Philosophy in Business Administration
4. Academic Area: Business Administration  
Areas of Concentration: Accounting, Finance, Management, Management Science, Marketing, Personnel and Industrial Relations and Production and Operations Management
5. Intended Date of Initiation: September, 1985  
Admission of first student: September, 1986
6. First Degree Granting: June 1989
7. Location: Kingston, Rhode Island

B/C. RATIONALE-INSTITUTIONAL ROLE

1. Program Objectives: The purpose of the proposed Ph.D. program in Business Administration is to fulfill the following objectives:
  - a. to enable the College of Business Administration to provide a full scope of educational programs from the baccalaureate degree through the doctoral level in areas appropriate to its academic responsibility for the State and region,
  - b. to improve the competitive position of the College of Business Administration in attracting the highest quality of new faculty, retaining present faculty, and attracting research funds,
  - c. to improve the quality and continuity of instruction and research by utilizing doctoral students as teaching and research assistants, and
  - d. to contribute manpower to both the non-academic and academic marketplaces.
2. Needs which this program addresses.

Contribution to the University

A Ph.D. program in Business Administration would have a significant impact upon the University and its stature in a number of ways. First, a Ph.D. program would help to attract better students to the University at all

\* CLASS B APPROVAL IS DEFINED IN SECTION 8.85.23 OF THE UNIVERSITY MANUAL AS RECOMMENDING "THAT THE PROPOSED NEW PROGRAMS COMPETE FOR RESOURCES WITH ALL OTHER UNIVERSITY ACTIVITIES."

levels of study, particularly in the College of Business Administration. Since there are no doctoral programs in business in the State at present, highly qualified students who now pursue studies elsewhere would have an option to pursue their education at The University of Rhode Island. Second, the presence of a doctoral program would enhance the ability to attract research funds from outside sources. Research projects conducted would have general application to problems found in the business environment, thus, would benefit industrial and governmental agencies in the State and New England region. Third, it is expected that doctoral level teaching assistants would positively contribute to the quality of instruction in the undergraduate program since teaching would not simply be a way to earn tuition support, but rather, a potential start of a lifetime career. Lastly, a doctoral program will greatly supplement the ability of the faculty to conduct research, thus enhancing its national reputation for excellence.

A number of assessments and forecasts suggest that there is and will continue to be a critical shortage of doctoral level people in business administration to fill academic and non-academic positions. (See next section). The proposed program will help supply personnel to reduce these pressures. Equally important, a number of pressing problems face both the profit and non-profit sector whose solutions are vital and which are best addressed by business administration doctorates. At the very least, investigation and research by faculty members stimulated by doctoral students' research will improve the definition and understanding of such problems.

- a. Specific needs - Supply doctorally trained faculty- (see Appendix A documenting shortages in various disciplines)
- b. Students requests - Over the last few years CBA has received numerous inquiries about doctoral education

in business. Since the CBA vote to support a Doctoral Program Proposal, more than 25 specific requests for information about the proposed program have come from area residents.

3. Manpower needs - see Appendix A
4. Clientele -
  - a. Existing URI graduate students in Business, Public Administration, Mathematics, Economics, and Labor Relations
  - b. Faculty from other Rhode Island institutions desiring to upgrade credentials
  - c. Regional Business - Firms are currently attempting to upgrade internal research and staff roles
  - d. National Market - The program would attempt to draw qualified candidates from throughout the United States
5. Program Size -
  - a. It has been estimated that the program would draw 10 full-time students, requiring support, and 5 part-time students, not requiring support, per year
6. Requirements for Admission -
  - a. MBA or equivalent graduate degree
  - b. GMAT or GRE exams

#### D. CONTENT

Ph.D. in Business Administration

##### PROGRAM OF STUDY

1. The proposed program of study consists of three distinct phases, each culminating in either a written or oral examination. Phase I is the common core of knowledge. Students will be required to pass five examinations. Examination areas are economics, behavioral science applications to business, research methods and statistics, financial tools, and an examination in their major field. The content of these exams will be specified and outlined to students by a faculty committee in each of these areas.

Phase II consists of study in the student's area of specialization and emphasis will be placed on developing research skills to address current research topics in the student's chosen field. The third and final phase consists of dissertation research.

2. Entry to the program requires an M.B.A. degree (or equivalent). It is expected that students completing an M.B.A. or equivalent from an unaccredited program will be asked to take a diagnostic qualifying examination.
3. While there are no specific coursework requirements of the program, the following general requirements are made of all students:
  - a. 72 credit hours of graduate study beyond the baccalaureate degree.
  - b. 42 credit hours must be taken at The University of Rhode Island.
  - c. Full-time residence for at least two consecutive semesters while acquiring the last 42 credits, but prior to taking the doctoral comprehensive examinations.

#### Specific Plan of Study

##### A. Phase I - Core Requirements

1. While no specific coursework is required for successful completion of Phase I, there are courses that are recommended for students deficient in one or more of the core areas. These courses are listed in Exhibit 1.
2. Exams will be given twice a year, once in October and again in June. Students may take each exam twice.
3. Each student in the business program will take the same exam in economics, financial tools, and behavioral science. Marketing, management, and personnel and industrial relations students will take a research and statistics exams geared to behavioral research, while students concentrating in accounting, finance, production and operation management, information systems and management science will take an exam geared to econometric models.
4. Eight area content exams will be given. The eight major areas of concentration are: Accounting, Finance, Information Systems, Management, Management Science, Marketing, Personnel and Industrial Relations, and Production and Operations Management. These exams will be geared to testing basic understanding of the major models, theories, and concepts in each of these fields. Each student will take one of these exams, depending on his or her chosen major field. Specific courses recommended for each field are listed in Exhibit 1.

##### B. Phase II - Specialization

1. During the second phase of the program the students will select a department doctoral committee which will design a program consisting of coursework, fieldwork, and independent study aimed at preparing the student to conduct research in their chosen field of specialization. The program may also work to develop a greater level of specialization than the student has developed in the Phase I major area. (e.g. MAJOR FIELD: Personnel and Industrial Relations, Specialization: Dispute Settlement)
2. Students will demonstrate competence in Phase II by writing three major papers in their area of specialization, approved by their committee and by passing an oral examination in their area of specialization.
3. Available coursework in each major area can be found in Exhibit II.

##### C. Phase III - Dissertation

1. The dissertation will consist of three steps:
  - a) Proposal defense - Each student will be required to present a proposal for research for approval before beginning research.
  - b) Research Implementation - Data Collecting, Data Analysis, Conclusions.
  - c) Dissertation Defense -

D. New Courses

ACC/FIN/MGS/MGT/MKT 697 Doctoral Research Seminar I and II,3  
Provides a rigorous analysis of (1) current research questions and  
(2) research techniques used to address those questions in each  
specific academic discipline. Recent developments and current  
issues addressed. Pre: Phase II status - Ph.D. candidate in Business  
Administration. Staff

ACC/FIN/MGS/MGT/MKT 699 Doctoral Dissertation Research I and II  
Number of credits is determined each semester in consultation with  
the major professor or program committee. S/U credit. Pre: Phase  
III status - Ph.D. candidate in Business Administration.

MGS 674 Business Research Methods - Applied Multivariate Methods  
I and II,3  
Introduction to multivariate analysis in business with emphasis on  
applications. (Lec 3) Pre: MGS 520, 530, 601 or permission of  
instructor. Staff

MGS 675 Applied Time Series Methods and Business Forecasting  
I and II,3  
Study of time series methods. Construction and use of Autoregressive  
integrated moving average (ARIMA) forecasting models. Application to  
strategic decision actions. (Lec 3) Pre: MGS 520, 530, 601 or per-  
mission of instructor. Staff

MGS 676 Applied Econometric Methods in Business I and II,3  
Design and construction of large-scale multi-equation models to  
explain and predict behavior in management, production, finance,  
and marketing. (Lec 3) Pre: ECN 590, MGS 601 or permission of  
instructor. Staff

E. INTERINSTITUTIONAL CONSIDERATIONS

1. Similar Regional Programs

- a. University of Massachusetts
- b. University of Connecticut
- c. Boston University
- d. Harvard University
- e. Massachusetts Institute of Technology

F. RESOURCES

1. Administration

- a. The program will be administered by a faculty member  
in the College of Business receiving 2/3 release time.  
Overall responsibility will be with the Dean of the  
College, and with the Dean of the Graduate School.

2. Faculty Qualifications

- a. See Appendix B
- b. Workload - See Appendix C

3. Learning Resources

- a. Library Resources - Appendix D  
Contains a listing of existing and additional library  
resources
- b. Computer Center - Appendix E



**MEMORANDUM**

**To:** Graduate Council  
**From:** Robert P. Clagett, Dean  
**Date:** December 19, 1985  
**Subject:** Budgetary Provisions for Ph.D. in Business Administration

I am pleased to submit a strong endorsement for the proposed Ph.D. in Business Administration program by the College Faculty (83% approve) and the Dean. The program, as envisioned, provides release time to faculty members for teaching Ph.D. level courses, chairing doctoral committees, and administration of the program. Two new faculty members are to be added over a three-year period. Ph.D. stipends are to be provided, and the library budget is to be increased. These added costs are to be offset through increased tuition generation at the Ph.D. level. Budget detail is provided in the proposal, but a summary of projected costs for a five-year period is provided below for your convenience.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Projected Marginal Revenue</b>					
Ph.D. Student Income	\$ 6,675	\$ 13,352	\$ 23,140	\$ 24,696	\$ 16,464
Total Income	\$ 6,675	\$ 13,352	\$ 23,140	\$ 24,696	\$ 16,464
<b>Projected Marginal Costs</b>					
New Faculty	\$ -0-	\$ 45,000	\$ 90,000	\$ 90,000	\$ 90,000
Ph.D. Stipends	18,300	36,600	54,900	73,200	91,500
Library	12,000	12,000	12,000	5,000	5,000
Secretary	16,000	16,000	16,000	16,000	16,000
Total Costs	\$ 46,300	\$109,600	\$172,900	\$184,200	\$202,500
<b>Incremental Costs</b>	<b>\$ 39,625</b>	<b>\$ 96,248</b>	<b>\$149,760</b>	<b>\$159,504</b>	<b>\$186,036</b>

A request for additional space to handle the requirements of the new program is under preparation at this time for submission to the University Space Committee.

bg

**Doctoral production 1982-83  
and demand for doctorates 1983-84, 1984-85**

Stat Sheet

	Doctorates Granted 1983	Unfilled for 1983-84 <sup>1</sup>	1983-84 Openings Per Business School PhD Graduate	Planned Growth 1984-85 <sup>2</sup>	1984-85 Growth in Openings Per Business School PhD Graduate
Accounting	129	552	4.3	165	1.3
MIS/Computer Science	24	248	10.3	155	6.5
Finance	77	203	2.6	114	1.5
Marketing	75	256	3.4	117	1.6
Economics <sup>3</sup>	90	114	1.3	46	0.5
Operations Research/Management Science/Decision Science <sup>4</sup>	55	117	2.1	58	1.1
Operations Management/Production	20	76	3.8	42	2.1
Management/Organizational Behavior	67	167	2.5	71	1.1
Industrial Relations <sup>5</sup>	10	21	2.1	8	0.6
Corporate Strategy/Business Policy/ Business and Society	36	67	1.9	41	1.1
Business Law/Real Estate/Insurance	8	51	6.3	23	2.9
Other/Miscellaneous	46	67	1.5	26	0.6
<b>TOTAL</b>	<b>637</b>	<b>1939</b>	<b>3.0</b>	<b>866</b>	<b>1.4</b>

<sup>1</sup> From business schools only  
<sup>2</sup> Based on survey of 70 doctoral producing and consuming schools and 241 consuming only schools.  
<sup>3</sup> Positions for which schools sought doctorally qualified, tenure track (DQTT) faculty.  
<sup>4</sup> Positions for which DQTT faculty have been authorized.

**Faculty positions filled, vacant and planned  
growth, 1983-84<sup>1</sup>**

	Positions Filled for 1983-84 <sup>1</sup>	Positions Unfilled for 1983-84 <sup>2</sup>	Total Positions 1983-84	Percentage Vacant 1983-84 <sup>3</sup>	Planned Growth 1984-85	Planned Percentage Growth 1984-85
Accounting	1578	552	2130	26	165	8
MIS/Computer Science	715	248	963	26	155	16
Finance	1367	203	1570	13	114	7
Marketing	1202	256	1458	18	117	8
Economics	1442	114	1556	7	46	3
Operations Research/Management Science/Decision Science	730	117	847	14	58	7
Operations Management/Production	340	76	416	18	42	10
Management/Organizational Behavior	1284	167	1451	12	71	5
Industrial Relations	204	21	225	9	8	4
Corporate Strategy/Business Policy/ Business and Society	384	67	451	15	41	9
Business Law/Real Estate/Insurance	594	51	645	8	23	4
Other/Miscellaneous	669	67	736	9	26	4
<b>TOTAL</b>	<b>10509</b>	<b>1939</b>	<b>12448</b>		<b>866</b>	
<b>Average (TOTAL/311)</b>	<b>33.7</b>	<b>6.2</b>	<b>40.0</b>	<b>16</b>	<b>2.8</b>	<b>7</b>

<sup>1</sup> Based on survey responses from 70 doctoral producing and consuming schools and 241 consuming only schools.  
<sup>2</sup> Positions filled with doctorally qualified, tenure track (DQTT) faculty.  
<sup>3</sup> Positions for which schools sought DQTT faculty.  
<sup>4</sup> Positions for which DQTT faculty have been authorized.



## APPENDIX D

University Library Support for the Proposed PhD Program in the  
College of Business Administration -- An Initial Self-assessment

## APPENDIX C

Faculty Load  
Load Requirements in Sections

<u>Workload Releases</u>	Year 1	Year 2	Year 3	Year 4	Year 5
Doctoral Courses	8	15	21	21	21
Committee Work	5	10	15	15	15
Dissertations	0	0	9	9	9
Administrative Releases	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
	17	29	49	49	49
<u>Workload Additions</u>					
New Faculty	0	6	12	12	12
Teaching Assistants	<u>12</u>	<u>24</u>	<u>36</u>	<u>36</u>	<u>42</u>
	12	30	48	48	54
<u>Ph.D. Students</u>					
1st year	9	9	9	12	15
2nd year	0	9	9	9	12
3rd year	<u>0</u>	<u>0</u>	<u>9</u>	<u>9</u>	<u>9</u>
Total	9	18	27	30	36

Serials/Periodicals

The PhD Committee in the College of Business Administration has developed and forwarded to the library a list of periodicals required to support the proposed PhD program. It totals 295 titles.

Of those requested/required 11 are duplicate entries, 6 have ceased publication and 4 are not serial in nature. The base figure then is 274. Of these the library currently subscribes to 178 leaving 96 titles outstanding for a holdings rate of 65%. All but 19 of the 96 titles not presently being received have been identified and priced (annual costs).<sup>\*</sup> Total is \$5,739.13; average cost per title is \$74.53. NOTE--1985 dollars. See Appendix A.

In addition to this list it is recommended several "standard" business reference sources be acquired. See Appendix B. Several (if not all) of these resources are to be found in the libraries (Baker, UMass Amherst, Yale, etc.) supporting programs similar to the proposed. These titles cost out presently at \$2900.50.

It is also noted that the University library receives 85% of the periodical titles indexed in the Business Periodicals Index (BPI). This is especially noteworthy in that the BPI is considered to be the classic indexing source for English language business periodical literature and is widely used as a standard in judging business collections. Coverage of 85% falls in the excellent range.

Monographs

Presently there are two book approval plans in place. One is with Yankee Book Peddler for academic press titles and Baker & Taylor for the professional and commercial presses. The bases for these approval plans rests with predetermined need profiles developed by the University librarians. For the business disciplines virtually all of the English language production in the Library of Congress (LC) subject subclasses HA - HJ are taken from both vendors. Appendix C quantifies the current University Library holdings in these subclasses. As a result of these arrangements thirty to forty new titles are shipped to the library each week.

Government Documents

The University Library has been designated a depository for U. S. Government Documents since 1907. Presently about 70% of the production of the Government Printing Office is received. Two of the largest segments of the collection are the publications of the Department of Commerce and the Department of Labor. The former covers myriad census documents, national and international trade publications, MTIS, etc. The latter provides access to the publications of the Bureau of Labor statistics, Employment and Training Administration, Occupational Safety and Health Administration, etc.

<sup>\*</sup>All unidentified/unpriced titles are being actively searched. The subscription costs are estimated to be \$1,500.00.

## APPENDIX E



The University of Rhode Island, Kingston, RI 02881-0816  
Academic Computer Center, Tyler Hall (401) 792-2501

March 20, 1985

The Government Document titles list can be expanded or otherwise adjusted at any time to receive those titles/items which best support the business programs.

With the acquisition of the requested/required materials, coupled with the existing collections it is believed the library will be in a position to adequately support the proposal.

It is further posited that changes and additions to these lists and others are to be expected in the development of such a program and that the library, given adequate funding, has the flexibility to meet such changes.

Finally, a 5-10 percent recurring annual increase over present costs should be anticipated for all totals shown.

John Etchingham  
7/85

cc: W. O'Malley, CMAC, Chair, University Library  
R. Scholl, CBA  
M. Vocino, CMAC, Area Bibliographer, University Library

Professor R. Scholl  
Chairperson, CBA PhD Committee  
Department of Management

Professor Scholl:

The Academic Computer Center provides educational and research computing support to the University on both a mainframe and two super-minicomputers. Mainframe support is provided on a National Advanced Systems AS/7000N running the IBM OS/MVS SP1.1 operating system with TSO. Two Prime 850 super-minicomputers running PRIMOS provide educational and research interactive computing support. Both systems have an extensive complement of software packages and programming languages and I have enclosed a copy of our brochure which provides a summary of these facilities.

The facilities of the ACC are presently used by a large number of graduate students involved in research related to obtaining the PhD. I can assure you that the resources are present and will continue to be available to support the research programs for the proposed PhD program in Business Administration. The Academic Computer Center is involved in a continuous evaluation of the level of demand with respect to available resources and we upgrade or expand our facilities as necessary to meet a growing need. While it has long been a policy of the ACC to maintain an extensive inventory of software of use to students and faculty involved in research, we are presently in the process of adding a number of packages of particular interest to the College of Business Administration. The Academic Computer Center will continue this commitment and will be able to provide the facilities and services necessary to support your proposed program.

If I can provide any further information, please contact me.

Sincerely,

David M. Clayton  
Acting Director

enclosure(1)