THE DARDEN GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

THE UNIVERSITY OF VIRGINIA

Academic Policies and

Procedures in Effect June 1, 2006

Mark Reisler

Secretary of the Faculty
7. MBA/MA in Asian Studies......................................................................................... 20
8. MBA/MA in Government, Foreign Affairs, or Public Administration ...................... 20
9. MBA/ME .................................................................................................................... 21
10. MSN/MBA.................................................................................................................. 21
11. MBA/PhD ................................................................................................................... 22
12. Procedures for Proposing New Joint-Degree Programs ............................................. 22
G. INFORMATION ON STUDENT PERFORMANCE ...................................................... 23
H. TRANSFER CREDITS FOR STUDENTS WITHDRAWING FROM THE DARDEN
PROGRAM....................................................................................................................... 24
I. THE FULL-TIME FORMAT PROGRAM ...................................................................... 24
1. First-Year Program of the Full-Time Format Program............................................... 24
2. The Second-Year Program of the Full-Time Format Program................................... 40
J. THE EXECUTIVE FORMAT PROGRAM ..................................................................... 41
1. The Core Curriculum of the Executive Format Program............................................ 41
2. The Leadership Residency Courses............................................................................ 44
3. Professional Development Course.............................................................................. 46
4. Action Learning Courses ............................................................................................ 47
5. The Electives Curriculum ........................................................................................... 49
K. MBA PROGRAM ELECTIVES ...................................................................................... 50
1. Categories of Electives ............................................................................................... 50
2. Approval of Electives ................................................................................................. 50
3. Criteria for Electives ................................................................................................... 50
4. Special Electives ......................................................................................................... 50
5. Regular Electives ........................................................................................................ 51
6. Research Electives .................................................................................................... 51
7. Special Topics Seminar Electives ............................................................................... 52
8. Counseling System .................................................................................................... 53
9. General-Management Emphasis ................................................................................. 53
10. Minimum Enrollment ............................................................................................... 53
11. Course Lengths ........................................................................................................... 53
12. University of Virginia Courses outside Darden .......................................................... 53
13. Course Credits for International Exchange Programs ................................................ 53
14. Responsibilities of the Electives Coordinator............................................................. 54
15. Planning Elective Course Offerings for the Following Academic Year .................... 54
L. INTERNATIONAL EXCHANGE PROGRAMS ............................................................ 55
1. Objectives and Governing Policies............................................................................. 55
2. Responsibilities of International-Studies Coordinator................................................ 56
III. THE DOCTORAL PROGRAM ............................................................................................. 57
A. RULES GOVERNING THE DOCTORAL PROGRAM................................................. 57
1. Admission ................................................................................................................... 57
2. Registration ............................................................................................................... 57
3. Residence .................................................................................................................... 57
4. Designation of a Doctoral Candidate.......................................................................... 58
5. Administration of the Program ................................................................................... 58
6. Academic Standards................................................................................................. 59
# General Program Requirements and Procedures

8. Granting of the Doctoral Degree

## PROGRAM STRUCTURE

B. CREDIT HOURS: THE REGULAR PH.D. DEGREE

D. CREDIT HOURS: THE JOINT MBA/PH.D. DEGREE

E. RETENTION OF DOCUMENTS

## CLASS ORGANIZATION AND POLICIES

A. ELIGIBILITY TO TAKE COURSES FOR CREDIT

B. AUDITING POLICY

C. CLASS SCHEDULING

D. ATTENDANCE POLICY

E. SECOND-YEAR COURSE ASSIGNMENTS

F. THE ISSUANCE OF GRADES

## STUDENT AFFAIRS

A. FACULTY STATEMENT ON STUDENT-FACULTY RELATIONS

B. STATEMENT ON RECRUITMENT AND JOB INTERVIEWING FOR STUDENTS AND FACULTY IN THE FULL-TIME FORMAT PROGRAM

C. LAW PLACEMENT POLICY

D. STUDENT CONDUCT

1. Statement on Student Conduct

2. University Policy on Implementing School Policy on Student Conduct

3. Statement of Procedures for Review of Student Conduct

E. STUDENT AWARDS

1. Faculty Awards for Academic Excellence

2. Samuel Forrest Hyde Memorial Fellowship

3. Frederick S. Morton Leadership Award

4. C. Stewart Sheppard Distinguished Service Award

5. William Michael Shermet Award

6. G. Robert Strauss Marketing Award

## MISCELLANEOUS

1. Expectation of English Fluency

2. Notification Regarding Deaths in Student Families

3. Use of School Letterhead by Student Organizations

4. Reimbursement of Student Research Expenses

## THE FACULTY

A. GENERAL FUNCTIONS (INFORMAL STATEMENT)

B. APPOINTMENTS POLICIES AND PROCEDURES

C. POLICIES AND CRITERIA FOR APPOINTMENTS

1. Assistant Professor

2. Assistant Professor (second appointment)

3. Associate Professor

4. Associate Professor without Term

5. Professor

6. Endowed Chair Professor
D. OUTSIDE EMPLOYMENT AND COMPENSATION ................................................... 89
   1. Statement on Outside Employment and Compensation.............................................. 89
   2. Policy on Consulting by Faculty of the University of Virginia (received from the Provost’s Office 10/1/73) ............................................................................................ 89
E. FACULTY RESEARCH ........................................................................................... 91
   1. Research and Course Development Mission Statement ............................................. 92
   2. Statement on the Research Program ........................................................................... 92
   3. Statement on Research and Publication: Objectives and Priorities............................ 92
   4. Policy on Research Expenditures and Royalties......................................................... 93
   5. Responsibility of Research, Course Development, and Doctoral Policy Committee. 93
F. FIRST-YEAR SECTION FACULTY AND COORDINATORS .................................... 94
   1. Functions and Purposes .............................................................................................. 94
   2. Meetings and Activities .............................................................................................. 94
   3. Section Coordinator’s Responsibilities....................................................................... 94
G. BUSINESS PROJECTS COURSE HEAD ....................................................................... 94
H. MISCELLANEOUS ......................................................................................................... 95
   1. Faculty Meetings......................................................................................................... 95
   2. Faculty Titles ..............................................................................................................96
   3. Faculty Handbook ....................................................................................................... 96
   4. Awards Made by or on Behalf of the Faculty............................................................. 96
   5. Faculty Roles in Student Enterprises, Businesses, and Ventures ............................... 97
VII. COMMITTEES .......................................................................................................... 99
A. STANDING COMMITTEES OF THE FACULTY ....................................................... 99
   1. Academic Standards.................................................................................................... 99
   2. Academic Support Policy ......................................................................................... 100
   3. Doctoral Program Operating ..................................................................................... 100
   4. Executive Education Policy ..................................................................................... 100
   5. MBA Policy .............................................................................................................. 101
   6. First-Year Program ................................................................................................... 101
   7. Research, Course Development, and Doctoral Policy.............................................. 101
   8. MBA Program for Executives Operating Committee............................................... 102
B. OTHER SCHOOL COMMITTEES ............................................................................... 102
   1. Appointments............................................................................................................ 102
   2. MBA Program Advisory Group................................................................................ 102
C. AD HOC COMMITTEES ............................................................................................ 103
D. UNIVERSITY SENATE ............................................................................................ 103
   1. Number of Representatives....................................................................................... 103
   2. Method of Election ................................................................................................... 103
APPENDIX: Second-Year Electives .................................................................................. 105
III. THE DOCTORAL PROGRAM

The following rules are effective for Doctoral Program students entering in the 1987–88 and subsequent academic years.

A. RULES GOVERNING THE DOCTORAL PROGRAM

1. Admission

Admission to the Doctoral Program is based on the following criteria:

- an assessment of the applicant’s willingness to commit his/her energy to the expeditious completion of a vigorous program of study in a manner consistent with the high intellectual and personal integrity expected by the faculty of a candidate for a profession; the applicant’s ability to manage effectively the difficult challenges posed by independent study; and the applicant’s ability to work cooperatively with others

- an appraisal of the applicant’s ability and capacity to undertake and to complete satisfactorily the requirements of the Program

- assurance that applicants ordinarily have obtained a Master’s Degree in Business Administration or the equivalent

The Research, Course Development, and Doctoral Policy Committee is responsible for admission policies, which policies and procedures, as approved by that committee, shall be executed by the Doctoral Operating Committee, the major field advisers, and the director of the Doctoral Program, as further specified by the Research, Course Development, and Doctoral Policy Committee.

2. Registration

Registration takes place prior to the beginning of each term.

3. Residence

Residence requirements for the Doctoral Program are two continuous academic semesters of full-time graduate study in residence or the equivalent toward the doctoral degree, not including previous semesters in residence at the University of Virginia for the purpose of obtaining another degree.

Ordinarily, students must spend four semesters in residence. Degree candidates preparing a dissertation are urged to remain in residence for an additional year after passing the major-field examination.
4. Designation of a Doctoral Candidate

The designation “doctoral candidate” will apply to individuals who have successfully taken their major-field oral examinations.

5. Administration of the Program

The implementation and execution of motions approved by the faculty concerning the Doctoral Program are the responsibility of the Doctoral Operating Committee (the members and chairperson to be appointed by the Dean), which shall be a standing committee of the faculty. Each major field established by the faculty shall have a major-field adviser (to be appointed by the Dean), whose duties and responsibilities are established in writing by the Doctoral Operating Committee. The general administration of the Doctoral Program is the responsibility of the director of the Doctoral Program (to be appointed by the Dean), whose duties and responsibilities shall be established in writing.

Members of examining committees are to be recommended by the major-field adviser and approved by the program director, subject to review by the Doctoral Operating Committee. The program director may serve ex officio on all examining committees.

The major-field examination committees will have at least three appointed members: two Darden faculty members, one of whom ordinarily will be the major field adviser, and one outside faculty member. Usually, the outside examiner will be from another graduate school of business administration. Dissertation-proposal examination committees will have at least three appointed members: two Darden faculty members, one of whom ordinarily will be the dissertation supervisor, and one outside faculty member. The dissertation-examination committee will have three appointed members; at least two will be Darden faculty members, one of whom ordinarily will be the dissertation supervisor.

Darden faculty shall be invited to observe all doctoral examinations. When appropriate, doctoral students may be invited to observe an examination. Following each major-field examination, copies of the questions for written portions of the examinations should be placed on reserve in the Darden library.

A favorable vote by a majority of the participating members is required to pass an examination. Any conditions attached to a passing vote must be in writing. One copy is given to the examinee, and one copy is placed in the examinee’s academic file. A copy of the candidate’s dissertation proposal and any related conditions must remain with the candidate’s academic file until the dissertation is accepted.

In the case of students whose failure to meet the academic standards of the Doctoral Program has resulted in the termination of their enrollment in the program, the Doctoral Operating Committee is authorized to act on behalf of the faculty in receiving and acting on petitions for readmission.
In acting on these requests, the Doctoral Operating Committee may establish such requirements and conditions for readmission as it considers appropriate. Students may appeal decisions to the faculty.

6. Academic Standards

a. BREADTH REQUIREMENTS

Failure of a student to meet his/her remedial breadth requirements within three years of entering the program shall be considered unsatisfactory academic progress and shall terminate the individual’s enrollment in the program.

b. MAJOR-FIELD COURSES

No course at the Darden School in which the student’s grade is less than a B shall be counted toward a student’s completion of his/her major-field course requirements.

Courses taken in other schools to fulfill major-field requirements shall be counted for this purpose only if the student receives at least the minimum grade acceptable for credit toward a graduate degree in the schools within which the courses are taken.

A student whose work in a major-field course fails to meet these standards and whose work is otherwise satisfactory may arrange for remedial work with the course instructor or may take another course, except that any student whose work in more than two major-field courses has not been acceptable shall have failed to meet the academic standards of the Doctoral Program, thereby terminating his/her enrollment in the program.

c. MAJOR-FIELD EXAMINATION

A student who fails his/her major-field examination shall have failed to meet the academic standards of the Doctoral Program, thereby terminating his/her enrollment in the program.

d. DISSERTATION-PROPOSAL EXAMINATION

A candidate ordinarily is expected to pass his/her initial dissertation-proposal examination within six months following his/her successful completion of the major-field examination. A candidate whose initial examination is not scheduled within 12 months or who fails the examination twice shall have failed to meet the academic standards of the Doctoral Program, thereby terminating his/her enrollment in the program.

e. DISSERTATION

Each candidate shall present an acceptable dissertation as a requirement for the doctoral degree. The candidate is responsible for preparing and reproducing the dissertation. The candidate who
passes the dissertation examination must subsequently comply with all School and University requirements concerning such matters as the provision of library copies, microfilming, and payment of fees before the director recommends to the faculty that the candidate be awarded the doctoral degree. In particular, a copy of the receipt for binding must be received by the Program Director.

f. MAXIMUM TIME TO COMPLETE PROGRAM

The maximum time a student shall be allowed to complete the program shall be 60 months of elapsed time beginning with initial registration.

7. General Program Requirements and Procedures

a. PEDAGOGY AND RESEARCH METHODOLOGY

Each student shall have some training in the area of administration (of colleges and universities) and pedagogy. Training equivalent to a one-semester course is the responsibility of the Doctoral Operating Committee.

Students must take three semester hours of work in research methodology offered by Darden faculty. Major-field requirements should specify how the requirement will be fulfilled.

b. MAJOR FIELD

A major field is defined in terms of a basic discipline or teaching area in business administration such as accounting, finance, marketing, and operations management.

The selection of a major field by a student is restricted to those established and currently offered by the faculty at the time of application and acceptance. Applicants must designate their major field (one only) when applying for admission to the Doctoral Program. Students usually are not expected to switch from one major field to another during their period of study.

Major-field course work for each student will include a minimum of 12 semester hours of advanced work in the major field, 9 semester hours in a related discipline, and a minimum of 12 semester hours that cover the statistical, computer, and quantitative research tools used in the major field. In each case, these advanced courses should cover a coherent body of knowledge. A major-field research methods course taught by a Darden faculty member will satisfy the requirement noted under subheading 7-a.

With the advice and concurrence of the director, the major-field adviser will develop a course-specific plan of study for each student in the adviser’s major field. Students should have an approved current plan of study well in advance of each semester’s registration date. Satisfactory fulfillment of the student’s program of study depends on his/her progress and performance in courses for which he/she has enrolled for credit, on satisfactory completion of noncourse work, and on his/her passing a major-field examination, which may be both written and oral.
The major-field examination primarily is concerned with the substantive content of the student’s entire major field and related areas. A student coming forward for examination is expected to be skilled in the fundamental principles, problems, and conceptual frameworks of his/her major field and to demonstrate professional competence in the critical analysis of the literature of the field. Furthermore, the student must be capable of formulating and defending judgments regarding the major issues and frontier problems of the field.

The candidate shall also indicate and be examined in an area of specialization that he/she has prepared in depth. The major field adviser will approve the nature and scope of the area of specialization.

The student is responsible for completing the written portion of the examination under the conditions specified by the examining committee. Written materials are to be submitted in a form suitable for reproduction and distribution to the examining committee.

c. BREADTH

A doctoral student shall be required to demonstrate mastery of the basic functions and disciplines of business administration determined to be most related to the student’s major field. Each major-field faculty shall propose these requirements for its field, to be approved by the Doctoral Operating Committee and reported to the faculty.

d. REVISED PLANS OF STUDY

When a course in a student’s plan of study is not available, the major-field adviser and the program director will develop an alternative plan.

e. DISSERTATION PROPOSAL AND EXAMINATION

Each candidate is required to prepare and obtain approval of a written dissertation-research proposal.

A candidate ordinarily will be examined on the research proposal after he/she has passed the major-field examination. Exceptions require prior approval of the Doctoral Operating Committee.

The general purpose of the examination, which may be both written and oral or oral only, is to assure the candidate and the examining committee, acting on behalf of the faculty, that

- the candidate has sufficient understanding of the conceptual frameworks of the segment of the major field within which the planned dissertation research will be executed to use existing theory and practice effectively; and
- the candidate has a worthwhile, doable, and well-planned research project, which, if executed as proposed, will be of acceptable quality as a doctoral dissertation.
The written proposal may be limited to an outline, description of the problem, literature review, and research design. (A length of 5, 10, 15, and 20 pages, respectively, is a suitable target or a total of 50 pages.) At the pleasure of the prospective supervisor and the examining committee, however, a written proposal may be the draft chapters of a dissertation. Preparation and reproduction of the proposal are the student’s responsibility. Copies must be delivered to committee members and the director of the Doctoral Program at least three weeks in advance of the planned examination date.

The director of the Doctoral Program shall appoint an examining committee upon receiving a written request from the candidate to that effect. The request shall be endorsed (favorably or unfavorably) by the candidate’s prospective dissertation supervisor and major-field adviser. The examination shall be scheduled within 30 days following receipt by the director of five copies of the completed research proposal.

The director of the program shall retain the original approved copy of the proposal and the report of the examining committee in the candidate’s personal file. A candidate subsequently may submit written amendments to the research-proposal examining committee via his/her dissertation supervisor and, upon approval by the committee, the amendments shall be made part of the approved proposal. Copies of the approved proposal and amendments thereto shall be made available to the candidate’s dissertation-reading committee when copies of the dissertation are distributed to that committee.

A candidate who fails his/her research-proposal examination the first time shall be provided with a written report from the research-proposal examination committee in which the strengths and weaknesses of the proposal shall be indicated for the guidance of the candidate and his/her dissertation supervisor.

f. DISSERTATION ACCEPTANCE

The dissertation-examination committee shall read the dissertation and, at its pleasure, may hold an oral examination. In any case, the committee must judge the acceptability of the completed dissertation. If it is acceptable, the committee shall sign the cover sheet that the candidate submits with the associated copies and documents and send it to the director for approval of administrative details.

8. Granting of the Doctoral Degree

After all requirements have been successfully fulfilled, the director of the Doctoral Program will recommend to the faculty that the candidate be awarded the PhD degree.

B. PROGRAM STRUCTURE

Each of the active major fields may modify the field’s plan(s) of study to accommodate changes in the courses offered by the Darden School and by other parts of the University. The initial major-field requirements and any subsequent changes must be approved by the Doctoral Operating Committee,
be announced to the Darden faculty and prospective students, and be in conformance with the structural requirements of the program.

The program’s structure requires students to complete satisfactorily

- normally a minimum of 48 semester hours of graduate courses while enrolled in the Doctoral Program at the University of Virginia;
- four distinct three-semester-hour doctoral/graduate courses in the student’s major field, at least one of which will cover the field’s research methods;
- a minimum of nine semester hours of doctoral/graduate-level instruction in a discipline related to the major field; these courses will normally be taken outside the Darden School;
- a minimum of 12 semester hours of doctoral/graduate-level course work that covers the statistical, computer, and quantitative research tools used in the major field;
- a minimum of six semester hours of second-year (MBA) major-field professional courses;
- a three-semester-hour pedagogy course or its equivalent, as approved by the Doctoral Operating Committee;
- a minimum of two semesters of part-time service as a research or teaching assistant; and
- an acceptable dissertation.

C. CREDIT HOURS: THE REGULAR PH.D. DEGREE

The following plan of study illustrates how the preceding requirements can be scheduled over three years for a student who has completed a two-year MBA:

<table>
<thead>
<tr>
<th>SEMESTER AND SEMESTER HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>FIRST YEAR</td>
</tr>
<tr>
<td>Darden</td>
</tr>
<tr>
<td>Field professional (MBA)</td>
</tr>
<tr>
<td>Field doctoral</td>
</tr>
<tr>
<td>Outside Darden</td>
</tr>
<tr>
<td>Related discipline</td>
</tr>
<tr>
<td>Research methods*</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>SUMMER</td>
</tr>
<tr>
<td>Research Assistant</td>
</tr>
</tbody>
</table>

* Not movable between years.
** Well-qualified students may reduce the 6 to 3 hours and take 6 hours of other relevant courses.
### D. CREDIT HOURS: THE JOINT MBA/PH.D. DEGREE

The joint MBA/PhD Program meets the requirements for the MBA degree and the structural requirements for the PhD degree. In addition, the program allows a student to complete both degrees in four years, saving one year over the typical required time to complete the two separate degree programs. The principal features of the joint program are as follows:

<table>
<thead>
<tr>
<th>SEMESTER AND SEMESTER HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
</tr>
<tr>
<td>------</td>
</tr>
</tbody>
</table>

#### FIRST YEAR  

<table>
<thead>
<tr>
<th></th>
<th>Fall</th>
<th>Spring</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Assistant</td>
<td>45</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### FIRST-YEAR SUMMER  

<table>
<thead>
<tr>
<th></th>
<th>Research Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### SECOND YEAR  

<table>
<thead>
<tr>
<th></th>
<th>Fall</th>
<th>Spring</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership*</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Field professional (MBA)</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Field doctoral*</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Outside Darden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Related discipline</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Research methods*</td>
<td>6**</td>
<td>6**</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>30</td>
</tr>
</tbody>
</table>

#### SECOND-YEAR SUMMER  

<table>
<thead>
<tr>
<th></th>
<th>Research Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Not movable between years.

** Well-qualified students may reduce the 6 to 3 hours and take 6 hours of other relevant courses.
III Credit Hours: The Joint MBA/PhD Degree (cont’d)

<table>
<thead>
<tr>
<th>SEMESTER AND SEMESTER HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Darden</td>
</tr>
<tr>
<td>Field professional (MBA)</td>
</tr>
<tr>
<td>Field doctoral*</td>
</tr>
<tr>
<td>Pedagogy</td>
</tr>
<tr>
<td>Outside Darden</td>
</tr>
<tr>
<td>Related discipline</td>
</tr>
<tr>
<td>Research methods*</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Total Program Course Hours: 108

THIRD-YEAR SUMMER
- Doctoral Examinations

FOURTH YEAR
- Dissertation Research

E. RETENTION OF DOCUMENTS

The following retention schedule applies:

<table>
<thead>
<tr>
<th>Items</th>
<th>Years Retained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student/Candidate/Degree-Recipient</td>
<td></td>
</tr>
<tr>
<td>Personal Files</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Program and Committee Correspondence</td>
<td>3</td>
</tr>
<tr>
<td>Applications</td>
<td>2</td>
</tr>
<tr>
<td>Inquiry Correspondence</td>
<td>1</td>
</tr>
</tbody>
</table>

* Not movable between years.