Learning Goals

The Doctor of Philosophy (PhD) degree is a highly individualized program directed toward students who plan to teach and perform research in a university setting. By the end of the first year of study students will select a Special Committee of graduate faculty members (three for PhD candidates), who will guide the candidate in developing a course of study suited to his or her background and interests.

Candidates will develop a broad-based knowledge of hospitality management, learn research methodology including statistical methods, become proficient at in-depth research, and acquire teaching and administrative skills.

Proficiencies

There are two primary goals of the education, the first is obtaining expertise in a disciplinary area such marketing channels or revenue management, the second is competence in research methods and statistics. The manner in which students obtain their proficiencies is through successfully completing a minimum of 16 courses, with a minimum of 5 research methods. Proficiencies that are required include:

- Master of a body of disciplinary literature (1)
- Develop an independent research topic (2)
- Design a research project (3)
- Collect and organize data (4)
- Analyze data using appropriate methodology (5)
- Create a comprehensive and concise manuscript (6)
- Communicate effectively verbally (7)

Assessment of Learning Outcomes

- Students must successfully complete a minimum of 16 courses that the Special Committee has decided are appropriate including methods, theory, and application (proficiency 1).

1. Special Committee Chair will provide a progress report to DGS for each student at the end of April for each year of study. If it is determined that a student is not making adequate progress s/he will meet with the DGS and advisor to discuss a plan for the following year.

2. DGS will monitor grades each semester to assure adequate progress is being made. Students should achieve a grade of at least B in all coursework.
• Pass the Examination for Admission to Candidacy. The content and form of this exam are determined solely by the student's Special Committee. This exam, known at Cornell as the "A Exam," will be taken after a minimum of four semesters in residence, but before the beginning of the seventh semester. Passing this exam means that the graduate faculty believes that the student is prepared to continue with a dissertation (proficiency 1).

1. Students will demonstrate depth of knowledge of the literature in their chosen area of specialization. This could be assessed by various methods chosen by the Special Committee including but not limited to answering written essay questions, a reviewing a published article, and responding to oral questioning.

2. Students will show competence in statistical methodology. This could be assessed through various methods including but not limited to solving statistical problems, designing a study, critiquing a publication, and responding to oral questioning.

• Students must develop and present independent research (proficiencies 1-7).

1. Students are expected to present their research at a minimum of one academic meeting. Performance will be monitored in the annual progress report.

2. Students are expected to submit a minimum of one manuscript to a referred journal. Performance will be monitored in the annual progress report.

• Prepare a doctoral dissertation, according to the guidelines set forth by the Cornell Graduate School (proficiencies 1-6).

1. Students will develop a research topic for the dissertation with their Special Committee which integrates coursework and is based on a strong theoretical foundation.

2. Students will design and implement data collection methodology, either qualitative or quantitative.

3. Students will analyze their data using appropriate statistical techniques.

4. Students will write up their research results in a comprehensive and clear manner.

• Complete the oral defense of their dissertation. This exam, known at Cornell as the "B Exam," is taken after all other degree requirements have been met. The candidate must be in residence at Cornell for a minimum of two semesters between the A Exam and the scheduling of the B Exam (proficiencies 1-7).

1. Students will plan and deliver a professional-quality oral presentation

2. Students will respond competently to questions and feedback