Form E-1-A for Boston College Carroll School of Management
Graduate Programs

Program: PhD Management and Organization

1) Have formal learning outcomes been developed? What are they? (What specific sets of skills and knowledge does the department expect its majors to have acquired before they graduate?)
   a. Students will demonstrate knowledge of the core areas of organizational behavior.
   b. Demonstrate knowledge of research methods
   c. Demonstrate high-level research skills
   d. Demonstrate high-quality teaching skills

2) Where are these learning outcomes published?

On the program website.

3) What data/evidence is used to determine whether graduates have achieved the stated outcomes for the degree?
   a. Students complete annual reports that document their accomplishments in the areas of research and teaching.
   b. Students’ completion of relevant course work is recorded and evaluated.
   c. Students’ course evaluations for those who teach MB021 are reviewed.
   d. Students’ performance on comprehensive examinations is assessed.

4) Who interprets the data/evidence? What is the process?

Each student’s advisor reviews data related to that individual student. The PhD Program Director reviews data related to all doctoral students. The Department Chairperson reviews all course evaluations. The entire faculty reviews the status of each PhD student yearly in June to assess the degree of accomplishment of these objectives. Each student receives a letter describing his or her status in the program and hence their accomplishment of these objectives.

5) What changes have been made as a result of using the data/evidence?
   a. A qualifying examination in the first year has been replaced by a comprehensive examination in the second year.
   b. Funding for students in their fifth year has been added to funding for students in years 1-4.
   c. A second-year research paper has been replaced by third-year research paper that is more closely aligned with a students’ dissertation research.
   d. An advisor has been assigned to each student whereas previously no formal advising program existed.
e. The PhD Program Committee has replaced a committee of the faculty as a whole. The PhD Program Committee meets several times during the year to review these and other data, and the Committee has recently undertaken a more comprehensive review of the program.

6) What evidence do you have that the changes have resulted in improved learning outcomes?

a. The number of students accomplishing each of the four objectives in a timely fashion is now 100% for each cohort.
b. Recent graduates have received excellent job placements, including the Harvard Business School, University of Oregon, IESE, and Northeastern University, among others.
c. Students are increasingly receiving research awards, publishing articles in top journals, and publishing book chapters. Each year one or two students receive the Donald J. White Teaching Award, given to graduate students at Boston College to recognize outstanding teaching.