

PH.D. IN GLOBAL LEADERSHIP

INDIANA**TECH**

Guide for Program Completion

PREPARING THE QUALIFYING PAPER,
PROPOSAL, AND DISSERTATION



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INTRODUCTION

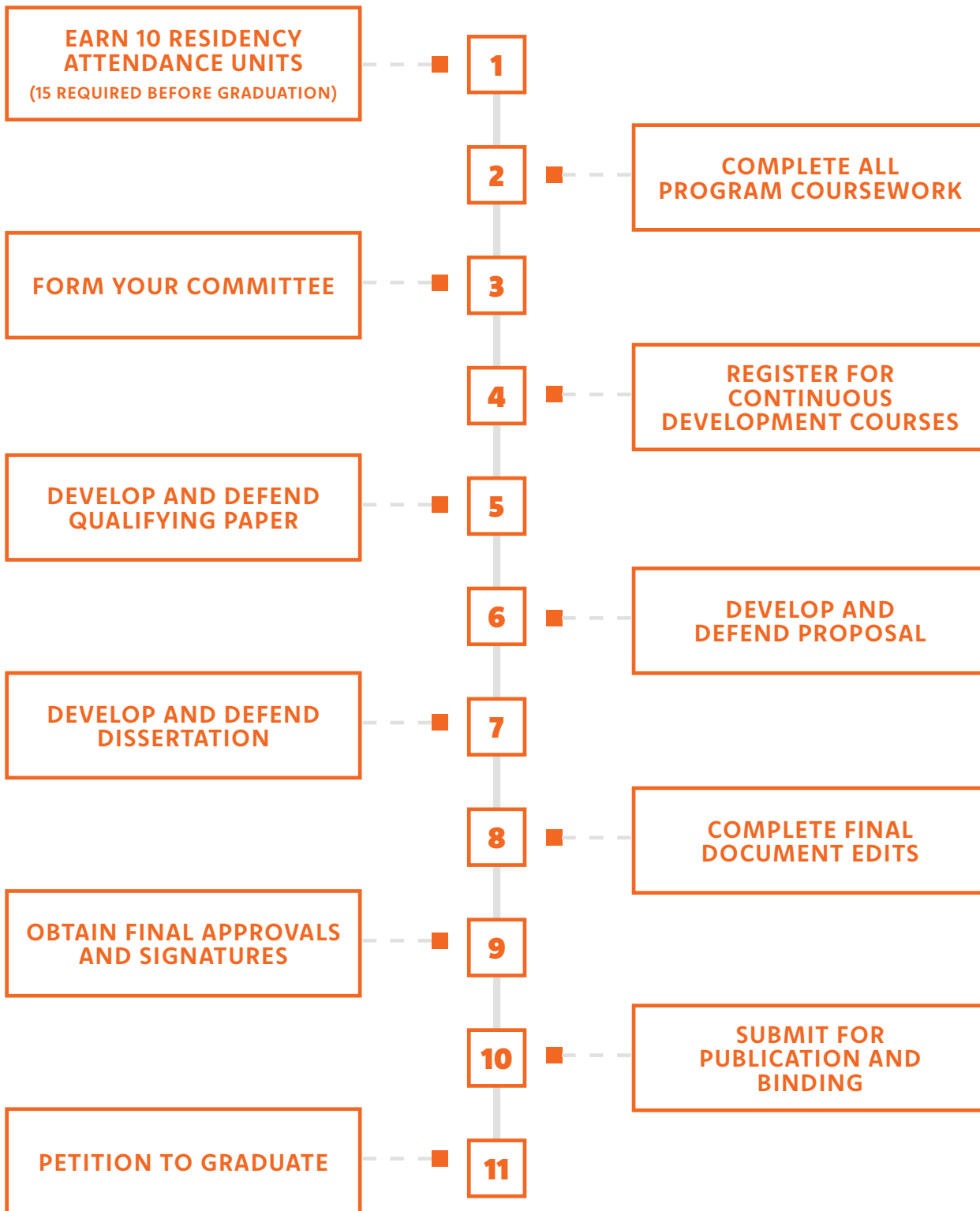
Congratulations on reaching this milestone of your doctoral journey. You are about to engage in the exciting pursuit of conducting original research that adds to or changes our understanding of a global leadership phenomenon. All of your professors were at this stage at some point in their lives. Like you, they faced challenges of academic rigor and experienced feelings of anticipation and apprehension, optimism, and concern about the Dissertation journey. Although Dissertation work requires self-direction and independent analytical thinking, your committee will provide support, mentorship, and wise counsel to help you reach completion.

Throughout the PhD program, you have acquired scholarly skills and knowledge to prepare you for the development of original research culminating in the Dissertation. We encourage you to celebrate your current achievements and summon all of your energy and intellect to complete the journey. We look forward to congratulating you on your final accomplishment at Indiana Tech as your doctoral degree is conferred and you join the academic community.

This document provides specific steps to follow in order to progress through the Qualifying Paper, the Proposal, and the Dissertation. Since it is an overview of the essential steps, you will need to reference specific documents offered within this manual for additional details and follow the directives of your committee chair and the program director.

All student forms, policies, and guides pertaining to this program phase are available on the PhD website.

STEPS TO PROGRAM COMPLETION



COMPLETING PROGRAM COURSEWORK

You may begin conceptualizing, reading, and running pilot studies (with faculty oversight and IRB approval) connected to your research at any time in the program. However, before beginning official work on your Qualifying Paper, you must do the following:

- Complete 57 hours of coursework, including RES 8001 Qualifying Research Seminar during which you select your committee chair and members (you will earn a minimum of nine additional credit hours during the development of your Qualifying Paper, Proposal, and Dissertation)
- Earn a minimum of 10 out of 15 required Residency Attendance Units (you may earn the remaining five RAUs while developing the Qualifying Paper, Proposal, or Dissertation)
- Obtain a minimum cumulative GPA of 3.25
- Achieve good academic standing, including a grade of B- or higher or a P (Pass) in all coursework

You can verify your status via your academic degree audit available within the my.indianatech.edu student portal or by contacting the PhD office.

ANNUAL ACADEMIC REVIEW POLICY

Near the beginning of each calendar year, students will receive a letter from the PhD program notifying them of their current academic standing. The AAR evaluates students by the following academic standards:

ACADEMIC PERFORMANCE

- Credits Completed
- Cumulative GPA (PhD students must maintain a cumulative GPA of 3.25 or higher)
 - Excellent | 3.5 to 4.0
 - Acceptable | 3.25 to 3.49
 - At-Risk | 3.24 or below

RESIDENCY PARTICIPATION

Students must acquire Residency Attendance Units (RAUs) at a reasonable pace with the intended goal of 15 total earned prior to graduation. “Reasonable pace” is illustrated by the following:

- 18 credit hours completed = 5 RAUs
- 36 credit hours completed = 10 RAUs
- 54 credit hours completed = 15 RAUs

Students who are not on target with reasonable pace will be evaluated accordingly and encouraged to earn additional units. Students will not be permitted to graduate until they have earned the minimum requirement of 15 RAUs.

RESIDENCY ATTENDANCE UNITS EARNED

- On Target with Reasonable Pace | 100% or above
- Below Target | 75-99.9%
- Very Below Target (At-Risk) | 74.9% or below

UNSUCCESSFULLY ATTEMPTED COURSES

Students will be provided with a list of attempted courses that were not successfully completed and must be repeated. Courses in the PhD program can only be repeated once.

- Grades of C+ or lower (students must achieve a grade of B- or higher in all classes for the degree. Grades of C+ or lower must be repeated)
- Grades of I (for incomplete)
- Grades of W (for withdrawal)

ANNUAL PHD STUDENT UPDATE

The Annual PhD Student Update is a highly recommended component of the Annual Academic Review (AAR) that addresses the following:

- Current employment information
- Scholarly development
- Global mindset development
- Global leadership development

Students will be prompted to update and submit this report near the end of each calendar year. This report will be added to the student's permanent record with the university and utilized by department leadership to assess overall advancement in the program as part of the AAR. The PhD program strongly encourages students to make this a part of their permanent academic record.

ACADEMIC PROBATION

Students determined to be "at-risk" in any category will be personally contacted by the program director for the development of an academic action plan. The student will be advised of corrective steps and may be given a probationary period to improve academic performance.

A student who fails to achieve satisfactory progress after such a probationary period is at risk of being dismissed from the degree program.

FORMING A COMMITTEE

COMPOSITION OF COMMITTEE

As you begin to formulate the topic and thrust of your original research, you should carefully consider the composition of your committee. You should make certain that the interests and expertise of your committee coincide with your research efforts. You can review the PhD Faculty & Staff page for information on each faculty member, and the Committee Selection Form will indicate which faculty members are available for chair and/or committee membership. Once your chair has been requested and confirmed, you should confer with them to choose two additional committee members who will optimize the input and expertise required to complete your study.

COMMITTEE MEMBERSHIP

All committee members must be approved PhD faculty from the Global Leadership program and must include a minimum of the following:

1. Chair – Must be a faculty member possessing a doctoral degree at Indiana Tech within your related discipline/ Dissertation topical area.
2. Second Member – Strong research faculty member possessing a doctoral degree, either qualitative or quantitative depending on your Dissertation methodology.
3. Third Member – This individual may be someone from inside the PhD department or another department at Indiana Tech, must have a doctoral degree, and must have extensive knowledge within your general research discipline.

FOURTH COMMITTEE MEMBER

Occasionally, for the sake of enriching the study, a fourth member external to Indiana Tech may be added to the committee. This member must have specialized expertise related to your topic. A fourth member shall have no voting privileges and will not receive remuneration from Indiana Tech.

Before a fourth committee member can be approved, you must arrange a meeting with the program director and the following must be provided by the prospective committee member:

- Unofficial transcript or other proof of a doctoral degree
- Résumé or curriculum vita

ROLE OF COMMITTEE CHAIR AND MEMBERS

The chair of your committee is responsible for providing the major input on your efforts. You should cultivate a very close working relationship with your chair from the inception of your study through the data collection/analysis and continuing to the revision stages. All communication of concerns and draft submissions must be directed to your committee chair. This ensures clear transfer of all relevant information. Your committee chair will subsequently communicate all of your submissions to committee members to guarantee proper alignment of current revision levels under consideration.

COMMITTEE CHAIR RESPONSIBILITIES

- Advising you throughout the process
- Commenting in a timely manner on your written materials for the development of the Qualifying Paper, Proposal, and Dissertation
- Reviewing and approving the Qualifying Paper, Proposal, and Dissertation
- Coordinating the committee members' ideas and suggested revisions to help you arrive at a Qualifying Paper, Proposal, and Dissertation that are acceptable to all committee members
- Participating in your continuous development courses in Blackboard for the sake of tracking and monitoring progress
- Serving as a mediator of communication between you, the PhD department, and committee members
- Helping formulate a long-term plan for the research and writing of the Dissertation, including a timetable and tentative completion date; working with you to revise the plan if needed
- Informing the PhD department of the scheduling of all defenses at least two weeks in advance, as well as communicating the final results
- Offering assistance with the defense preparation process, including PowerPoint slides, presentation length, and other logistics
- Convening and conducting all defenses
- Leading committee assessment process
- Monitoring your submission of a finished copy of the Dissertation that complies with all committee suggestions resulting from the Dissertation defense
- Monitoring your submission of a finished copy of the Dissertation for APA review, ProQuest submission, and binding
- If possible, attending your recognition and commencement ceremonies
- Upholding Indiana Tech's ethical standards, including conflicts of interest and conflicts of commitment

COMMITTEE MEMBER RESPONSIBILITIES

- In collaboration with the chair, reviewing and approving the Qualifying Paper, Proposal, and Dissertation
- Under guidance from the chair, advising you throughout the process in areas that correlate with the committee member's area of expertise
- Commenting on your written materials for the development of the Qualifying Paper, Proposal, and Dissertation and communicating timelines accordingly
- Participating in your Qualifying Paper, Proposal, and Dissertation defenses and contributing to the resulting decision
- If possible, attending your recognition and commencement ceremonies
- Upholding Indiana Tech's ethical standards, including conflicts of interest and conflicts of commitment

STUDENT RESPONSIBILITIES

- Communicating with your chair on a regular basis
- Setting target dates for completing the Dissertation (the actual completion date will be determined by the quality of the student's work, not the target dates)
- Building in time to the target dates for something to go awry (something will, so prepare for a probable delay ahead of time)
- Accepting committee suggestions, making changes and returning revisions promptly
- Creating a timeline (in agreement with your chair) for completion of Qualifying Paper, Proposal and Dissertation defenses
- Following the defense, addressing committee feedback and making all corrections for final draft
- Working with the PhD department staff to complete ProQuest submission
- Presenting a final bound copy of your Dissertation to the PhD office

COMMITTEE SELECTION AND APPROVAL

During RES8001 you will recruit your committee chair. Subsequently, the chair will provide input on the selection of potential committee members. You should contact a prospective committee chair or member to determine interest level and availability before submitting an official request form. However, preliminary discussions between you and a prospective committee chair or member should not be considered an official agreement of committee membership (and development work should not commence) until all administrative steps have been completed.

1. You must complete and submit the Committee Selection Form. Here you are required to provide the following information:
 - a. Committee type
 - b. Proposed research topic
 - c. Proposed methodology
2. Once a selection form has been submitted, each prospective committee member may respond with a confirmation or a denial. You will be informed of their decisions via an automated email response.
 - If “Confirm” is selected, the PhD department is informed of the agreement between you and the faculty member. The request will then go to the program director for final approval.
 - If “Deny” is selected, you must select another faculty member.
3. If the program director approves your selections, the committee chair and members will receive appointment letters for official assignment to your committee. At this point development work on your original research may commence.

NOTE: Committee composition is based on faculty availability and load. Therefore, if faculty members do not appear as an option on the Committee Request Form, they are not available for selection at that time.

COMMITTEE CHANGE REQUESTS

Only under rare circumstances are students permitted to make changes to committee chair and/or member assignments. Once a committee is formed it is intended to continue through all phases. If you wish to make a change to your committee assignments, you must first arrange an appointment with the program director.

CONTINUOUS ENROLLMENT PROCESS

CONTINUOUS ENROLLMENT POLICY

Following the successful completion of all coursework, including RES 8001, all students must maintain active status by being continuously enrolled in one of the following courses until the student successfully defends the Dissertation. Students must be registered in one of these three-credit courses to remain continuously enrolled, receive faculty support and guidance, and remain in good standing with the program throughout the Dissertation completion process. Each three-credit continuous enrollment development course will span an entire semester (16-week period) and will be offered throughout the year (fall, spring, summer). Students will be enrolled in these continuous enrollment courses in the fall, spring, and summer semesters for a total of nine credits earned in a calendar year. This will continue until the successful defense of the Dissertation.

CONTINUOUS DEVELOPMENT OF QUALIFYING PAPER (3-6 CREDITS)

RES 8111 Continuous Development of Qualifying Paper (3 credits)

During this course, students write the Qualifying Paper in accordance with the guidelines provided by the PhD in Global Leadership program. The Dissertation committee chair collaborates with the student and provides feedback on all drafts submitted by the student. All committee members comment and provide feedback on the final draft copy. The Qualifying Paper defense will be scheduled and conducted after the committee members determine student readiness for the defense. Prior to the defense, the student must prepare a PowerPoint presentation to guide the student presentation during the defense. The PowerPoint must be submitted to the chair for approval. Once approved, the PowerPoint is to be sent to the committee members. This course may be repeated once.* Prerequisite: RES 8001

CONTINUOUS DEVELOPMENT OF PROPOSAL (3-9 CREDITS)

RES 8221 Continuous Development of Dissertation Proposal (3 credits)

Students work independently, under the guidance and in consultation with the committee chair, to develop the first three chapters of the Dissertation. The content and outline of the chapters are in accordance with the standards of the Global Leadership program. The student is expected to develop, write, and defend the Dissertation proposal (including completing the IRB documents) prior to engaging in the proposed research. After the proposal has been reviewed and approved by the committee, the chair will schedule a Proposal defense. Prior to the defense, the student must prepare a PowerPoint presentation to guide the student presentation during the defense. The PowerPoint must be submitted to the chair for approval. Following the successful defense, the student is to file for IRB approval before moving ahead with the research. This course may be repeated twice.* Prerequisite: RES 8111

CONTINUOUS DEVELOPMENT OF DISSERTATION (3-12 CREDITS)

RES 8331 Continuous Development of Dissertation (3 credits)

In this course students engage in independent research, as outlined in the proposal, and, working under the supervision of the chair, develop and defend a final Dissertation manuscript. Prior to the defense, the student must prepare a PowerPoint presentation to guide the student presentation during the defense. The PowerPoint must be submitted to the chair for approval. Once approved, the PowerPoint is to be sent to the committee members. Following the successful defense of the Dissertation, the student will be responsible for any final editing and the submission of a finished manuscript to the Global Leadership program. The Dissertation is comprised of five chapters: Chapter 1: Introduction to the Study; Chapter 2: Literature Review; Chapter 3: Research Methodology; Chapter 4: Results/Findings; and Chapter 5: Conclusions, Discussion, Suggestions for Future Research, and Recommendations. This course may be repeated up to three times.*
Prerequisite: RES 8221

**The allowable number of continuous development courses listed here does not supersede the student's overall program completion deadline.*

PHD CANDIDATE POLICY

A PhD student will be admitted to candidacy upon the successful defense of the Qualifying Paper and will thereafter be referred to as a PhD in Global Leadership candidate.

LEAVE OF ABSENCE POLICY

Any student who cannot continue with Qualifying Paper, Proposal, or Dissertation development due to extenuating circumstances may request a one-time leave of absence (LOA) from continuous enrollment obligations for a maximum overall leave period of one year. Any time spent on approved leave will not count toward the six-year completion deadline.

There are many situations upon which a leave can be requested, such as personal or family illness or injury, the birth/adoption of a child, or active military service. Any student wishing to request leave must petition the program director via the Leave of Absence Request Form. Verification of circumstances (such as documentation) should be included as part of the leave request.

TUITION, FEES, AND FINANCIAL AID

A leave of absence may affect the ability to receive financial aid or loans and/or to defer payments on loans. The student should contact the financial aid office with any questions regarding financial aid or loan status.

INDEPENDENT WORK AND USE OF UNIVERSITY SERVICES

The student is not permitted to utilize university resources, work with the committee, conduct any material work on the Qualifying Paper, Proposal, or Dissertation, or collect any data during leave. The student may not use the services of faculty or administrative staff except for planning the transition back to registered status.

LEAVE OF ABSENCE EXPIRATION

Approved leave will have a designated expiration date at which time the student will resume obligation to the continuous enrollment policy. If the student fails to register for continuous enrollment credit once the leave of absence has expired, they may face dismissal.

EXTENSION REQUEST POLICY

PhD students are given a maximum of six years from the date of program entry to successfully defend the Dissertation. Only under rare and extenuating circumstances may a student exceed this deadline. If students wish to request an extension on this deadline, they may do so via the Extension Request Form.

DEFENSES

DEFENSE PROCEDURES

You will give a minimum of three defenses, one at each stage: Qualifying Paper, Proposal, and Dissertation. Each defense may be scheduled only after the chair has confirmed that you and your document are ready to proceed. You must also be currently enrolled with the university.

Qualifying Paper and Proposal defenses may be conducted remotely, whereas the final Dissertation defense must take place on the Indiana Tech campus in Fort Wayne, Indiana. All committee members must participate in a defense, and any interested member of the Indiana Tech community may attend in person or remotely.

The defense is characterized by four components: (a) pre-defense activities and brief preparatory meeting of the chair and committee members; (b) the 25-30 minute presentation by the student, followed by committee questioning; (c) voting by the chair and committee members; and (d) reporting of the decision by the chair to the student and meeting participants. A defense typically lasts from one and a half to two hours.

VIRTUAL DEFENSE PREPARATION

In the case of a virtual defense, the defense will be conducted live via Microsoft Teams (or other video conferencing software designated by the department). In addition to traditional preparation, the student must prepare for the virtual defense in the following ways:

- Using Indiana Tech PowerPoint slide template
- Wearing business professional attire as if presenting in-person
- Obtaining a quiet space with a neutral background from which to give the presentation
- Ensuring possession of adequate technology, including a camera with a proper angle and functioning microphone and speakers
- Ensuring proper visibility by having the light on the face rather than coming from behind, closing all blinds and doors
- Conducting a practice session on video conferencing software with the PhD staff to ensure presentation readiness
- Arriving to the virtual defense early to allow time for troubleshooting and to resolve any potential equipment or software issues

DEFENSE OUTCOMES

The possible defense outcomes applicable to all oral defenses and determined by the committee are:

PASS

- The committee agrees on minor modifications and additions; the chair communicates those changes via discussion with the student and email to student and committee members.
- The document and oral defense are satisfactory and require no essential modifications or additions. Only the chair needs to supervise and agree on the required editorial changes in the submitted manuscript.
- In the case of a final Dissertation defense, a committee determination of Pass allows for the candidate to be introduced to attendees with the title “Dr.” This title is not to be used if the committee evaluation is Conditional Pass or Unsatisfactory.

CONDITIONAL PASS WITHOUT SECOND DEFENSE

- The committee agrees that essential changes to the draft are required. The chair communicates those changes via discussion with the student and email to student and committee members.
- All required changes must be submitted to the chair within one month of the original defense date. The committee must agree that the student has satisfactorily addressed the required changes within the specified timeframe.

CONDITIONAL PASS WITH SECOND DEFENSE

- The committee agrees that essential and remedial revisions are required on the draft. The chair communicates the requirements to the student via discussion and by email to the student and committee members.
- The revised draft must be accepted by the committee members as meeting the stated requirements by the stipulated deadline.
- The second defense must be scheduled no sooner than one month and no later than three months after the original defense.
- The second defense is the final opportunity to defend at any given level.
- In the case of the final Dissertation defense, a second defense may be held remotely.

UNSATISFACTORY (FAILURE)

- Indicates significant and essentially non-remediable deficiency in the draft manuscript and/or the oral defense.
- Committee determines student fails and may not re-defend.
- Student may choose to withdraw from the program, may be dismissed from the program, or in some cases, may be permitted to initiate a new study.

FINAL DISSERTATION DEFENSE

The final Dissertation defense must be held on the Fort Wayne campus and you must attend in person. If committee members are located near Fort Wayne they will also attend in person along with program faculty and staff. Prior to the defense, be sure your committee members have the latest draft of your Dissertation, along with a copy of the PowerPoint you plan to use during the presentation segment of your defense. You may invite guests to attend your defense, in person or remotely, as desired. The use of video, cameras, and tape recorders (including videos from cellphones) during the defense is prohibited.

DISSERTATION DEFENSE SETUP AND TECHNOLOGY

- Candidate preparation requirements:
 - Sending final presentation slides to department staff via email at least one day in advance of the defense
 - Indiana Tech PowerPoint slide template
 - Confirming committee chair and members have received all documents, including the final manuscript and presentation slides, before the date of defense
 - Wearing business professional attire
 - Arriving on campus at least one hour prior to the defense start time
 - Bringing a backup copy of the presentation on a flash drive
- All final Dissertation defenses will be held on the Fort Wayne, Indiana campus in a room containing:
 - A podium with a computer and wireless presentation remote
 - A projector and screen
 - Guest seating
 - Remote access for committee members unable to attend in person
 - Live streaming capabilities for those who wish to attend the defense remotely

FINAL STEPS

OBTAIN FINAL APPROVALS AND SIGNATURES

Following a successful Dissertation defense, you must make any required final revisions to your Dissertation and obtain all committee approval signatures. You may contact the program's administrative assistant for assistance with obtaining signatures if necessary.

PROQUEST PUBLICATION

It is expected that all approved Dissertations be submitted electronically to ProQuest, where your research will be accessible to the academic community worldwide. Once you have successfully defended your Dissertation and your document has been accepted by the chair, you must submit the final draft to a department-recommended reviewer for final APA review. Pending APA edits, the final draft may then be submitted to ProQuest for publication and binding.

Consult the PhD staff for detailed instructions on the electronic submission.

PROFESSIONAL BINDING

PhD graduates are required to provide Indiana Tech with a professionally bound hard copy of their Dissertation to be kept on file in the PhD office. Reasonably priced options for binding are offered through ProQuest's publication services.

PETITION TO GRADUATE

Prior to graduation you must submit the Petition for Graduation form. Your petition must be received by the Registrar's office no later than the deadline listed on the current form. You are invited and highly encouraged to participate in the university commencement exercises, but you are not required to do so.

PHD GRADUATION POLICY

To successfully complete the PhD in Global Leadership, students must:

- Complete a minimum of 66 doctoral credit hours of coursework, including 18 credit hours of research core, 18 credit hours of global leadership core, 18 credit hours of specialization, and a minimum of 12 credits of Qualifying Paper, Proposal, and Dissertation coursework
- Maintain a cumulative GPA of 3.25 and a grade of B- or higher in each course
- Fulfill the residency requirement
- Complete the degree within six calendar years from the date of the student's initial course start date
- Prepare and successfully defend the Qualifying Paper
- Prepare and successfully defend the Proposal
- Prepare and successfully defend the Dissertation
- Meet all financial, academic, and other related obligations to Indiana Tech and the PhD program

GRADUATE RECOGNITION CEREMONY

The Graduate Recognition Ceremony is a wonderful tradition in our PhD program to honor those students every Fall and Spring Immersion Weekend who have successfully defended their Dissertation and have met all of the requirements for graduation. Even though Indiana Tech officially honors each graduate at the May commencement ceremony, this is an opportunity for graduates and their respective faculty chairs to make comments on their doctoral journey in an intimate setting. This ceremony is not intended to replace commencement but is the program's own private celebration of our graduates.

During the ceremony, graduates are awarded the PhD in Global Leadership program medallions. These medallions are unique because they are only worn by alumni and faculty of this program. On the front is the university seal, and the back will list your name with your new designation as "Doctor." These medallions are to be worn during commencement as part of your doctoral regalia.

UNIVERSITY COMMENCEMENT

On behalf of Indiana Tech, the State of Indiana, and the Higher Learning Commission, graduates of the PhD program will be celebrated for having met all requirements for the PhD in Global Leadership degree. When you participate in the university commencement ceremony, you will be called by name, your Dissertation title will be read, and you will be hooded by the university president in official recognition of your great achievement.

PHD GRADUATE REGALIA REQUIREMENTS

- 1ea – WALDEN
 - Deluxe black doctoral gown with PhD blue velvet on the front and on sleeves
 - Gold piping on front of gown and around velvet bars (chevrons) of sleeves
- 1ea- DELUXE PhD HOOD
 - Deluxe PhD blue velvet hood with gold piping – Indiana Tech colors (red orange and black)
- 1ea – TAM
 - Four-, six-, or eight-sided black velvet tam (generally the taller you are the more sides are desired for appearance) with bullion tassel. You can choose how many sides you prefer your tam to have.

Guide Disclaimer: While every effort has been made to provide accurate and current information, Indiana Tech's PhD department reserves the right to revise, at any time and without notice, statements in this guide concerning rules, policies, curricula, courses, or other matters.

APPENDICES

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APPENDIX A

QUALIFYING PAPER TABLE OF CONTENTS

The Qualifying Paper (QP) is the starting point for your Dissertation and guides you in the exploration and plan for your study. In order to systematically approach your Dissertation, the “map” below can be a roadmap for you. It is aligned with the table of contents for your QP.

SELECT TOPIC FOR YOUR STUDY

Think about how this area of study is related to global leadership. There must be a connection in order to qualify as your Dissertation topic.

- How is it related to global leadership?
- What would be your “elevator speech” if you were to describe your topic?
- What is the research gap you are attempting to address?
- Draft your research questions.

STATEMENT OF THE PROBLEM

Think about what you are planning to study.

- What are you trying to investigate?
- Why is it important to discover this?

THEORETICAL OR CONCEPTUAL FRAMEWORK

Identify one, two, or three leadership theories that will provide you a lens through which you will view your study.

- Identify the concepts, including citations of the researchers who developed them.
- Describe how the concepts are relevant to your study topic. Be specific about which aspects of the theory/theories are relevant.

RESEARCH PURPOSE AND QUESTIONS

Think about the questions you want to answer.

- Identify the purpose of your study.
- Draft your research question(s).

SIGNIFICANCE OF YOUR STUDY

Why is your study important?

- Identify why your study will be significant to scholars. What will it add to the literature?
- Describe how the findings will be useful to practitioners functioning in your field of study.

LITERATURE REVIEW

Examine research related to your topic that has been reported in professional sources. This is the basis for your Dissertation chapter and may not be exhaustive at this stage.

- Identify the topical areas related to your study.
- Organize the positional arguments supported by the literature in an orderly sequence, being sure you have included areas specifically related to your research question. This should include research on the subjects of your study.
- Critique, synthesize, and analyze the research that has been done related to the topics you included in your outline. Make sure to use APA style when citing.

METHOD

This is an abbreviated presentation of the method you plan to use to conduct your proposed research. Chapter 3 of the Dissertation is the full description of your methodology, research design, variables, instruments, etc.

- Is your study to be quantitative, qualitative, or mixed method?
- Why is this method appropriate to your study?
- If quantitative, what instruments and sample are you planning to use and why?
- If quantitative, what are your general hypotheses related to research question(s)?
- If qualitative, what general questions and sample are you planning to use and why?
- How are you planning to analyze your data?

APPENDIX B

PROPOSAL TABLE OF CONTENTS

CHAPTERS 1, 2, AND 3 OF DISSERTATION

The Proposal is comprised of Chapters 1, 2, and 3 of your Dissertation. You will work closely with your committee chair to refine and expand the contents of your Qualifying Paper to fit with the following:

CHAPTER 1: INTRODUCTION TO THE STUDY

- Research gap (demonstrate the need for the study)
- Purpose of the study
- Statement of the problem
- Research questions/Hypothesis
- Proposed methodology
- Note the theoretical or conceptual framework behind the study
- Researcher's perspective
- Assumptions, limitations, and scope
- Definition of terms

CHAPTER 2: LITERATURE REVIEW

(Examines prior research and informs readers)

- Problem to be addressed
- Theoretical or conceptual framework
- Research questions
- Methodological paradigm

CHAPTER 3: METHODOLOGY

- Restatement of the problem and the research question(s)
- Rationale for the selected research method
- Population or sample to be included
- Procedures (data collection and analysis)

IRB MATERIALS

- Prepare IRB materials and attach to the Proposal, with personal information removed (e.g., researcher's phone number)
- IRB certification must also be attached to the Proposal

APPENDIX C

DISSERTATION TABLE OF CONTENTS

CHAPTERS 1–3 OF PROPOSAL PLUS CHAPTERS 4 AND 5

The Dissertation is comprised of the chapters contained in the Proposal plus the following content:

CHAPTER 4: RESULTS

- Introduction
- For quantitative studies:
 - Descriptive statistics
 - Testing the research hypotheses
 - Additional analyses, as needed
 - Present data as text and summarize in tables/graphs/charts
- For qualitative studies:
 - Thematic structure
 - Individual themes

CHAPTER 5: DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

- Introduction
- Summary of the study
- Interpretation of findings
- Explanation of the original contribution to scholarship
 - Relevance of results to existing literature
 - Relevance of results to the field of global leadership studies
- Implications for future research
- Implications for global leaders and global organizations

APPENDIX D

PREPARING DOCTORAL DISSERTATIONS

Your Dissertation is expected to be an original contribution to scholarship and scientific knowledge, to exemplify the highest research standards within your discipline, and to offer long-term evidentiary value to the academy. The following guidelines have been established to fulfill this commitment and represent the minimal standards for professional presentation of your doctoral work. Please read them carefully to avoid costly and time-consuming revisions. Do not employ previously approved Dissertations (from any source) as a guide for preparations of your manuscript. The current guidelines provided within this manual will be enforced. Ongoing dialogue with your committee chair is critical to the Dissertation process. A Dissertation that does not conform to the minimum department standards may have to be redesigned and resubmitted, with the possibility of delay in conferral of the degree.

MANUSCRIPT FORMATTING

TYPEFACE

Type size should be 12-point. Do not use script or ornamental fonts. Print must be letter quality or near letter quality with dark black characters that are consistently clear, crisp, and easily read. Accent marks and hand annotations must be done neatly in black ink.

MARGINS

All margins must be 1 inch throughout the manuscript.

SPACING

Double spacing is required throughout the entire manuscript with few exceptions (See APA 7, p. 45, 2.21). Ensure that paragraph layout has “0” spaces before and after the line spacing.

WORD AND TEXT DIVISIONS

Words must be divided correctly at the end of a line and may not be divided from one page to the next. Avoid short lines that end a paragraph at the top of a page, and any heading or subheading at the bottom of a page that is not followed by text.

LANGUAGE

The Dissertation must be in English. Approval for writing the Dissertation in another language is normally granted only in cases where the other language or literature in that language is also the subject of the discipline. This approval may only be granted by the director of the Global Leadership PhD program. Dissertations written in another language must include an extended summary in English (usually 15 to 20 pages in length). The abstract for ProQuest must be in English.

STYLE

The standard style approved is the seventh edition of the Publication Manual of the American Psychological Association.

ORDER AND CONTENT

PRELIMINARY PAGES

- **Title Page:** The format must be followed exactly. The title of the Dissertation should be a meaningful description of the content of the manuscript. Title must be in all caps format. Use word substitutes for formulas, symbols, superscripts, subscripts, Greek letters, etc. The month and year must be the date on which the candidate successfully defended the Dissertation.
- **Copyright Notice Page:** Date is year of completion. Center information on page as follows:

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2019

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- **Signature Page:** The committee members who sign the signature page must be documented and approved by the PhD program. Any changes in the composition of the Dissertation committee must be approved by the program director and recorded by the administrative assistant. All signatures on the signature page must be original or provided through official electronic means (e.g., DocuSign).
- **Abstract:** Strict limit of 350 words or less
- **Acknowledgments**
- **Table of Contents,** with page references
- **List of Figures,** with titles and page references
- **List of Tables,** with titles and page references
- **Chapters 1-5,** with the larger divisions and more important subdivisions indicated by suitable, consistent headings
- **References**
- **Appendices**

PAGINATION

Each page of the manuscript, including all blank pages and pages with photographs, tables, figures, maps, and computer program printouts, should be assigned a number. Consistent placement of pagination, at least one-half inch from the paper's edge, should be used throughout the manuscript. If previously published papers are included, the pagination for the Dissertation must be distinct, and it is recommended that the pagination for the published work be removed. Important: The following pagination plan should be used:

All pages are numbered consecutively, including the title page, which is page 1. The entire manuscript should use continuous pagination for text, illustrations, images, appendices, and bibliography, using Arabic numerals (1, 2, 3, etc.) from the title page throughout the entire document (see APA 7, p. 44, 2.18).

LANDSCAPE

For text, illustrations, charts, graphs, etc., printed in landscape form, the orientation should be facing away from the bound edge of the paper.

COPYRIGHTING YOUR DISSERTATION

Copyright protection is automatically in effect from the time the work is in fixed form. A proper copyright notice on all copies will prevent the work from falling into the public domain (loss of copyright). Copyright notice should consist of the word “Copyright” and the symbol “C” in a circle, the year of first publication, and the name of the copyright owner (your name) in a reasonably prominent place.

APPENDIX E

FORMAT OF DISSERTATION CHAPTERS

The format and content of your Dissertation project may take on various forms, depending on the nature of your Dissertation work and the recommendations of your committee. Below are two examples—quantitative and qualitative formats.

QUANTITATIVE DISSERTATION

CHAPTER 1: INTRODUCTION

- Background/overview of the study
- Problem statement
- Purpose of the study
- Definitions
- Theoretical framework
- Research questions
- Hypotheses
- Significance of/Justification for the study (for global leadership scholarship and practice); restate the research gap
- Limitations and delimitations
- Assumptions
- General plan of the study

CHAPTER 2: LITERATURE REVIEW

- Introduction
- Headings and subheadings are determined by the nature of the study and are recommended by your committee
- Exhaustive advanced literature review should address: (1) historical description of research on relevant concepts and (2) current empirical advances (within several years) of those concepts. It should present traditional views on relevant theories, recent advances in those theories, and application of those theories to the topic of the Dissertation
- Additional tips: Critique and analyze literature—not just describe and review; show connections between the literature and the topic of this study; include seminal studies and explain their contribution to the current understanding of your topic and your study
- Summary

CHAPTER 3: RESEARCH METHOD

- Restatement of hypotheses or research questions
- Quantitative research design
- Data sources/Sample

- Instrumentation
- Data collection
- Data analysis
- Ethical considerations
- Summary

Additional tips: Be detailed, and keep in mind that your process should be scientific and clearly written so that other scholars can replicate your study; have references to indicate reasons for sample characteristics, design, and instrument selection.

CHAPTER 4: RESULTS

- Introduction
- Descriptive statistics
- Testing the research hypotheses
- Additional analysis if needed

Additional topic: Statistical analysis of data is presented as a text and summarized in tables, graphs, and charts

CHAPTER 5: DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

- Introduction
- Summary of the study
- Interpretation of findings
- Explanation of the original contribution to scholarship:
 - Relevance of results to existing literature (e.g., What has your study added to the existing literature on your topic? What new knowledge have we acquired? Has your study confirmed or contradicted previous findings?)
 - Relevance of results to the field of global leadership studies
- Implications for future research
- Implications for global leaders and global organizations (e.g., present a brief proposal for a training program, new organizational policy, changes in educational curriculum, etc.)

REFERENCES

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QUALITATIVE DISSERTATION

CHAPTER 1: INTRODUCTION

- Background/Overview of the study
- Problem statement
- Purpose of the study
- Definitions
- Theoretical framework
- Research questions
- Significance of/Justification for the study (for global leadership scholarship and practice); restate research gap
- Limitations and delimitations
- Researcher's perspective
- Assumptions of the study
- General plan of the study

CHAPTER 2: REVIEW OF THE LITERATURE

Sometimes a qualitative research Dissertation does not have a traditional literature review section. However, literature can be reviewed and incorporated into the Findings and Interpretations sections. Consult your committee for the appropriate format.

CHAPTER 3: RESEARCH METHOD

- Restatement of research questions
- Qualitative paradigm
- Qualitative research design
- Data sources/Sample
- Data collection
- Data analysis
- Verification
- Ethical considerations
- Summary

CHAPTER 4: RESEARCH FINDINGS

- Thematic structure
- Individual themes
- Additional results

CHAPTER 5: CONCLUSIONS, DISCUSSION, AND SUGGESTIONS FOR FUTURE RESEARCH

- Introduction
- Summary of the study
- Interpretation of findings
- Explanation of the original contribution to scholarship:
 - Relevance of results to existing literature (e.g., What has your study added to the existing literature on your topic? What new knowledge have we acquired? Has your study confirmed or contradicted previous findings?)
 - Relevance of results to the field of global leadership studies
- Implications for future research
- Implications for global leaders and global organizations (possible implications include a brief proposal for a training program, new organizational policy, changes in educational curriculum, etc.)

REFERENCES

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APPENDIX F

TITLE PAGE SAMPLE

Dissertation Creation

1

DISSERTATION CREATION:
A STUDY OF HOW TO WRITE A DISSERTATION

By

Jane E. Student

Dissertation submitted to the Faculty

Division of PhD in Global Leadership

College of Business in partial fulfillment of the requirements for the degree of

Doctor of Philosophy
in Global Leadership

Indiana Institute of Technology
(Indiana Tech)

July 11, 2019

APPENDIX G

SIGNATURE APPROVAL PAGE SAMPLE

Dissertation Creation

3

This dissertation written by:

Jane E. Student

Under the guidance of a Faculty Committee approved by its members, has been submitted to and accepted by the Graduate Faculty in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

July 5, 2019

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APPENDIX H

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APPENDIX K

STUDENT PREPARATION FOR A DEFENSE

- Students often expect questions to be difficult and attacking, and they may answer them accordingly. Often the questions will be much simpler than you expect.
- Carefully respond to the specific question, and DO NOT offer unrelated information. The examiners can ask a follow-up question if they feel you did not fully respond to the question. Remember that anything you introduce is now open for questioning. Questions are limited to your written work. Keep it within this scope. Do not expand the discussion.
- A few seconds of pausing to reflect before answering seems eminently reasonable to the examiners, but to the respondent it seems like minutes of mute failure. Take your time. It appears very academic and signifies that you are processing a great deal of information and knowledge.
- For the same reason, let them take their time. Let them finish, or even elaborate on the question. Do not rush the examiners. Take advantage of the time they are using. You get closer to the finish without exposure to potential complications. It also allows you to better understand the specifics of the question.
- “That’s a good question” is useful. It validates the examiners. It gives you time to think; it implies that you have understood the question and assessed it already and that you have probably thought about it before. If absolutely necessary, it can be followed by a bit more stalling. “Now the answer to that is not obvious/straightforward...” is a statement that has some of the same advantages.
- Do not try to bluff your way out of a question. If someone has asked a simple question, and you answer with a stream of jargon or refer to some complicated equation, the other observers will probably conclude that you have not answered a simple question with a simple answer.
- If some examiners offer a question that put something in the work in doubt, then what? The first thing would be to concede that the question imposes a serious limitation on the applicability of the work. “You have identified a serious limitation in this technique, and the results have to be interpreted in the light of that observation.” The examiner is then more likely to back off and even help answer it, whereas a straight denial may encourage them to pursue more passionately. Then go through the argument yourself in detail, showing listeners how serious it is while giving yourself time to find flaws in it.
- What usually happens is that the examiners have typically read your work twice, and looked closely at some parts that interested them the most. The examiners have standards to uphold, but they are not out to fail you. (Administratively, it is a lot more complicated to fail you than to pass you.) In general, they feel good about the idea of a new, fresh researcher coming into the academy. You are no immediate threat to them. They have to show that they have read it, and they have to give you the opportunity to show that you understand it, and they usually have a genuine interest in the work.

- Be ready and prepare for a friendly opening question. It is relatively common that an examiner will ask one (or more) questions that, whatever the actual wording may be, is essentially an invitation to you to tell them (briefly) what is important, new, and good in your thesis. You should not stumble at this stage, so you should rehearse this. You should be able to produce on demand (say) a one-minute speech and a five-minute speech, and be prepared to extend them if invited by further questions. Do not try to recite your abstract; written and spoken styles should be rather different. Instead, rehearse answers to the questions: “What is your research about, what are the major contributions, and what have you done that merits a PhD?”
- Finally, a very important distinction: take your time. Most of us simply would not be able to keep calm in this situation. Further, being excited or a bit nervous is actually helpful. With extra adrenaline, you can think more quickly. No, you do not want to be so nervous that you freeze up, but on the other hand, neither should you be scared because you are nervous. Recognize that a bit of nervousness is a good thing. However, in spite of your nervousness, remember to take your time—no need to rush.
- Finally, remember this: YOU are the expert on the subject at hand. YOU are the best read and best informed person in the room.

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