

Ph.D. in Hospitality Business Analytics

PROGRAM HANDBOOK

The Rules outlined in this booklet describe the standards and procedures for the Department of Hospitality Business Management's Ph.D. Program at the Lerner College of Business and Economics at the University of Delaware.

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1. Introduction and Overview

1.1. Mission of the Ph.D. in Hospitality Business Analytics program.

The mission of the proposed PhD program is to provide advanced training to students in the field of **Hospitality Business Analytics** with the goal of preparing students for as professors in top-ranked academic institutions and research-based careers. Areas of in-depth study that can be applied in hospitality business analytics are driven by faculty research in domains such as revenue management, digital marketing, finance, customer experience management and human resources management. The programmatic emphasis is on analytics which is possible because by the large amounts of data being generated by information and communication technologies in industry. New techniques and models will be developed and disseminated. The mission of the proposed program is to provide high quality instruction through a curriculum comprising courses in hospitality business, analytics and methodology, research, and seminars.

1.2. Rationale in Brief

Data science has become a key domain of interest and inquiry in the hospitality and travel sectors due to the vast amounts of data generated. The need for skills in this area is strong and business analytics holds great promise in both the hospitality academy and corporate levels of industry. UD has identified data science as a key domain of interest, and thus enhancing our department expertise and contribution in this area specific to the hospitality industry will support UD's strategic goal.

1.3. Detailed Rationale

In today's information economy, a clear need has arisen for individuals who are skilled in managing and analyzing information in the hospitality industry. The burgeoning mass of information now demands greater levels of oversight, dynamic decisions and strong analysis to keep firms in the industry up to date. Across functional areas of hospitality such as strategy, finance, accounting, marketing, information systems, the quantity and quality of information has risen and created demands for knowledge workers who can effectively make critical decisions. The following are areas of emerging change that underscore the rationale for a Ph.D. in Hospitality Business Analytics.

A. Revenue Management: From forecasting demand and probability assessments, through dynamic pricing and optimization algorithms to continue feedback loops of performance measurement and evaluation, data analytics, and a growing set of intelligent and autonomous systems change the manner in which hospitality organizations operate profitably.

B. Digital Media Analytics: Firms in the hospitality and tourism space are diverting significant resources towards digital initiatives such as paid search, social networks and sentiment analysis.

D. Financial Analytics: Value is increasingly being created at the enterprise level by harnessing

information for strategic financial decisions in the hospitality industry.

E. Service Automation & Analytics: Service automation has increased and the industry is seeing significant growth in the use of self-service technologies, robotics and location based services. This has induced the growth of domains such as smart tourism and smart service systems.

E. Human Capital Analytics: Analytical human resources (HR), human-capital investment analysis, workforce forecasts, the talent value model, and the talent supply chain are particularly important for the hospitality industry where 46 cents of every dollar earned is used for human capital.

In summary, to respond to this fast changing environment, hospitality companies require professionals who are both knowledgeable and also possess the right analytical skill sets to make effective decisions. Our proposed pioneering doctoral program in hospitality analytics is designed to address this need.

1.4. Competitive Advantage and Positioning

There are no academic programs in hospitality business management that concentrate or offer a Ph.D. in Hospitality Business Analytics;

The program will build upon the research strength and infrastructure at the Institute for Financial Services Analytics (IFSA) and from Departments across the College of Business and Economics;

A Ph.D. program in Hospitality Business Analytics will enhance graduate student recruitment and help to attract and retain talented faculty;

The number of faculty positions in analytics and decision-making in the hospitality academy has increased significantly. Preparing students with a focus on analytics can be of immense value to UD's department of Hospitality Business Management and increase its visibility in the hospitality research community;

Data analytics is a broad domain and the potential for interdisciplinary research is high and can provide opportunities for interactions among researchers from diverse disciplines;

The program will offer graduate education in an area that is important for UD as a major research university. It aligns with the University's strategic priorities in the intersection of business, science, technology, and data applications;

The department has accomplished faculty in the realm of hospitality business analytics research. (a) Dr. Tim Webb is an affiliated faculty of the Data Science Institute at UD, (b) Dr. Zvi Schwartz is an affiliated faculty in the Institute for Financial Services Analytics (IFSA) and has chaired a dissertation committee here, and (c) Dr. Srikanth Beldona has served on a committee of an IFSA dissertation. The department's research-oriented faculty's efforts in research specific to hospitality business is also worth leveraging.

2. Admissions

2.1. Prerequisites

Applicants admitted to the Ph.D. Program will have completed the requirements for a Master's Degree with at least 3 years of managerial experience in the hospitality, tourism or related industries. Applicants with Bachelor's degrees will also be considered under exceptional circumstances with demonstrated excellent academic credentials and rich industry experience at the managerial/executive level. Applicants must have earned a grade of B in an undergraduate course in Calculus to be able to apply. Applicants from the primary fields of Hospitality Management, Tourism Management or Business Management including functional areas such as Management Science, Finance, Marketing, MIS are given preference. Applicants from supporting fields described below with the three years of relevant managerial experience are also eligible to apply.

- Data Science
- Economics
- Statistics
- Mathematics
- Computer Science
- Engineering
- Sciences (Physics, Chemistry, Biology etc.)
- Social Sciences (Psychology, Sociology, Geography etc.)
- Architecture
- Public Policy
- Environmental Studies

2.2. GPA, GRE and TOEFL Scores

Admission to the graduate program is competitive. Those who meet stated minimum requirements are not guaranteed admission, nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer appropriate strengths.

Consistent with the University requirements, applications are evaluated based on Grade Point Average (GPA) scores, Graduate Record of Examination (GRE) or Graduate Management Aptitude Test (GMAT) scores, and the Test of English as a Foreign Language (TOEFL) or IELTS scores (where applicable). Admission to graduate programs at the University of Delaware is selective and competitive based on the number of well-qualified applicants and the limits of available faculty and facilities.

All exams must have been taken within two years before applying to the program:

- A GPA of at least 3.0 in the most recent degree (graduate or undergraduate) acquired on a scale of 4.0.
- A GMAT score of at least 600 will be competitive with at least 60th percentile in Quantitative and 50th percentile in Verbal. GRE scores of 155 or better for both verbal and quantitative and a minimum of a 3.5 on analytical writing is required.
- Applicants whose native language is not English must submit scores from either the

TOEFL or the IELTS exams. Those who have a graduate degree from a university in the U.S. or another English-speaking country are exempted. The minimum TOEFL score required for acceptance will be 100 or higher (sub-scores of 20 in Reading, Listening, 18 in Speaking, and 24 in Writing) or 7.0 on the IELTS (sub-scores of 5.5 in each area).

2.3. Application Checklist

The following must be submitted before an application will be considered:

- Application forms
- Application fee
- Three letters of recommendation
- Official transcripts from all previously attended institutions of higher learning
- Statement of personal and professional goals
- TOEFL or IELTS scores if applicable (see section 2.2)
- GMAT or GRE scores
- Examples of previous research and written works (optional).

All applications will be reviewed by the Graduate Committee of the Department of Hospitality Business Management and make decisions on the admission of students into the program.

3. Program Requirements

3.1. Overview

Students admitted to the Ph.D. in Hospitality Business Analytics Program may be admitted into one of two categories:

1. Regular status is offered to students who meet all stipulated requirements, have a record of high scholarship in their fields of specialization, and who have the ability, interest, and maturity necessary for successful study at the graduate level in a doctoral program.
2. Provisional status is offered to students who are seeking admission to the degree program but lack one or more of the specified prerequisites. Students will be issued a letter to indicate what the provisional requirements are and when they need to be completed. A minimum grade of B- or above is required for each prerequisite that is required to achieve regular status. All provisional requirements must be met within the deadline given before regular status can be granted. Students admitted with provisional status are generally not eligible for assistantships or fellowships. Students who file an application during the final year of undergraduate or current graduate work and are unable to supply complete official transcripts showing the conferral of the degree will be admitted pending conferral of the degree if their records are otherwise satisfactory and complete.

The degree requirements are the same, whether a student is entering the program with a bachelor's degree or a master's degree.

The successful completion of the Ph.D. program requires fulfilling prescribed courses , passing the candidacy examinations at the stages prescribed, achieving publication goals, preparing and defending a dissertation proposal, followed by writing and defending the dissertation. This requires careful planning and execution on behalf of the student using a close mentoring relationship with a Faculty advisor. The Doctor of Philosophy in Hospitality Business Analytics requires a minimum of 54 credits including 9 credits of dissertation. The program is designed to be completed in 4 years. The student’s program of study is as outlined below.

Degree Requirements (54 Credits)	
Hospitality Business Core	15 Credits
Analytics and Methodology Core	24 Credits
Independent Research	6 Credits
Doctoral Dissertation	9 Credits
Total Credits	54 Credits

Course Curriculum
Hospitality Business Core (15 credit hours)
(3) HOSP 848 Hospitality Research Methods – MANDATORY
*(3) HOSP 801 Hospitality Industry Foundations
*(3) HOSP 802 Customer Experience Management
*(3) HOSP 887 Revenue Management in Hospitality
*(3) HOSP 845 Advanced Food & Beverage Management
**Analytics & Methodology Core (24) Choice of courses listed to be decided with Advisor or Graduate Director.
(3) HOSP 890 Hospitality Business Analytics – MANDATORY
(3) FSAN 815 Analytics I: Statistical Learning
(3) FSAN 830 Business Process Management Innovation
(3) STAT 601 Probability Theory for Operations Research and Statistics
(3) STAT 602 Mathematical Statistics
(3) STAT 611 Regression Analysis
(3) STAT 613 Applied Multivariate Statistics
(3) STAT 615 Design and Analysis of Experiments
(3) STAT 620 Nonparametric Statistics
(3) STAT 675 Logistic Regression
(3) ECON 803 Applied Econometrics
(3) EDUC 856 Introduction to Statistical Inference
(3) EDUC 812: Regression and Structural Equation Modeling
**Independent Research (6 Credits)
(6*0=0) HOSP892 Hospitality Research Seminar
(2*3=6) HOSP880 Independent Research

Dissertation (9 Credits)
(9) HOSP869 Doctoral Dissertation

*HOSP848 is mandatory. These courses can be waived for students who can demonstrate that they have competence in the specific subjects. The determination of waiving these courses is made by the Graduate Director in consultation with the faculty member teaching these courses. In the event that the course is waived, alternative courses have to be taken in consultation with the Dissertation Adviser or Graduate Director as applicable. Students need to take a total of 15 credits to complete meeting the requirements for this section.

**HOSP890 is mandatory. An additional 21 credits of analytics and methodology courses have to be taken to meet the 24 Credits requirement of this section. Courses have to be taken in consultation with the Dissertation Adviser or Graduate Director as applicable.

***All students in residence are required to take at least six research seminars (0 Credits - HOSP892) offered every semester of the year and as listed in the curriculum outline.

A maximum of 9 credit hours can be transferred from an another accredited US university subject to the review and approval by the Graduate Curriculum Committee. The courses for transfer to be transferred shouldn't have counted towards the completion of a degree-granting program.

Students must maintain a 3.0 GPA in all their coursework to be eligible for the degree. A grade of less than B in any of the courses in the hospitality and analytics cores will result in the student being terminated from the program.

3.2. Typical Course of Study

<u>Fall: Year 1</u>	<u>Spring: Year 1</u>
HOSP801 (3) HOSP848 (3) Analytics/Methodology Course (3) HOSP892 Research Seminar (0)	HOSP890 (3) HOSP845 (3) Analytics/Methodology Course (3) HOSP892 Research Seminar (0)
<u>Fall: Year 2</u>	<u>Spring: Year 2</u>
HOSP802 (3) HOSP887 (3) Analytics/Methodology Course (3) HOSP892 Research Seminar (0) <i>Finalize Dissertation Advisor (Dec 15th)</i>	Analytics/Methodology Course (3) Analytics/Methodology Course (3) HOSP892 Research Seminar (0) <i>Finalize Dissertation Advisor (May 15th)</i>
By End of the Summer Pass Qualifying Exam	
<u>Fall: Year 3</u>	<u>Spring: Year 3</u>
HOSP892 Research Seminar (0)	HOSP892 Research Seminar (0)

HOSP880 Independent Study (3) Analytics/Methodology Course (3)	Analytics/Methodology Course (3) HOSP880 Independent Study (3)
By End of Summer <i>Defend Dissertation Proposal</i> <i>Submit Publishable Paper</i>	
Fall: Year 4	Spring: Year 4
HOSP892 Research Seminar (0) HOSP869 Dissertation (9)	HOSP892 Research Seminar (0) Sustaining Status <i>Dissertation Defense</i>

3.3. Independent Studies

All independent or directed studies must be related to the student's major area of study, candidacy examinations, and/or dissertation topic. The number of credit hours for independent studies is limited to a maximum of three per semester. Independent studies can be taken under the supervision of affiliated faculty in the Department of Hospitality Business Management. There is no requirement that the faculty supervising independent studies have to be **in** the student's dissertation committee. All independent study courses have to be approved by the Graduate Director and Department Chair using prescribed university documentation.

3.4. Publishable Papers

A publishable paper is one that a student works on with a member of the graduate faculty in the Department of Hospitality Business Management. The paper should be submitted in a highly ranked journal as determined by the advisor of the project. The rankings of the journals determined for publication should be in compliance with those recommended in the Hospitality Business Management department's P&T document. The papers should be completely proofread at the time of submission. The requirement is only for the submission of the paper at a highly ranked journal, and not its acceptance.

3.5. Annual Reports

Students are required to submit mandatory year-end reports that update their progress relative to the program of study. The report must be first approved by the dissertation advisor of the student. Upon approval of the advisor, the report will be submitted to the Graduate Director for review and filing.

Wherever applicable, the annual report must include developments pertaining to the formation of committees, areas of interest and course study plans, plans for fulfilling course requirements, qualifying examinations and the level and status of the dissertation. The report should also include details pertaining to independent studies such as the faculty-in-charge and the final product produced for the study. Lastly, the report should include accomplishments where applicable such as awards, publications, research grants, conference presentations etc.

3.6. Completion of Course Requirements

Upon completion of the course requirements, the list is reviewed and approved by the student's dissertation advisor, and submitted to the Graduate Director for review and final approval. The signed form is required for the student to take the qualifying examination. All dissertation advisors are responsible for monitoring the progress of their students and keeping the Graduate Director informed about the progress of their students.

3.7. Residency and Enrollment Requirements

At least 4 academic years of graduate work are required for the PhD degree. At least one continuous academic year must be devoted exclusively to full-time study (9 credit hours per semester) in residence at the University of Delaware. This residency requirement may be fulfilled using a fall and spring semester combination or a spring and fall semester combination, but summer and winter sessions do not meet the qualifications.

Students must complete the candidacy examinations and dissertation proposal within four years from the beginning of their first semester in which they are enrolled as a Ph.D. student at the University of Delaware.

3.8. Active Status

To remain actively enrolled, students must register for six credit hours or more each academic semester (excluding summer) until they become doctoral candidates. Students who are not so registered are automatically withdrawn from the University of Delaware and must apply for readmission to the program. The readmission decision will depend on the student's academic record and progress toward the degree.

3.9. Leave of Absence

The university recognizes that graduate students may need a leave of absence. Guidelines pertaining to Leave of Absence are highlighted at <http://grad.udel.edu/policies/>. Students are encouraged to initiate dialogue and discuss in detail their situations with their Dissertation Advisors and the Graduate Director prior to approaching the Office of Graduate and Professional Education.

3.10. Dissertation and Advisement

Overview

Each student entering the program will first work with the Graduate Director. Before the end of Fall in the second year, the student should identify a faculty member to serve as Major Advisor and submit this to the Graduate Director for approval.

The Dissertation Advisor

The advisor guides the student through the completion of the course requirements, the preparation for the candidacy examinations, the dissertation proposal, and the dissertation.

The advisor must have a doctoral degree and must be a tenure-track faculty member of the Department of Hospitality Business Management. If a student wants to change an advisor, he/she should secure the approval of the newly identified faculty advisor, have a form signed and subsequently have this approved by the graduate director. The same process should be applied if a new committee member is identified to replace an existing committee member. The form should be signed by the new committee member and the graduate director.

If, during the course of a student's academic program, the advisor is unable or unwilling to continue as advisor, it is the student's responsibility to identify a faculty member who is willing to be the new advisor. The new advisor must be identified within 6 months to ensure that the student makes satisfactory progress toward the degree. Students without advisors even after two years in the program will be evaluated by the department's Graduate Committee. If adequate progress is lacking in terms of developing a direction of research, the student will be recommended for dismissal from the program. In the event that the committee determines that the student has the direction and required capability to continue, an advising arrangement will be determined by the committee in consultation with the department's faculty. Switching advisors does not change the deadlines for completing the requirements for a degree.

The Dissertation Committee

At the outset, the dissertation committee shall consist of a dissertation advisor, who should be from the Department of Hospitality Business Management. In addition to the advisor, a dissertation committee should comprise a minimum of three other graduate faculty members chosen by the student in consultation with the dissertation advisor. Each committee should have at least two members in the committee from the Department of Hospitality Business Management. Committee members can also be added from the Lerner College, the University of Delaware and from outside the University.

3.11. Qualifying Examination

Students have to complete the qualifying examination before the end of the summer in the third year. The qualifying examination is determined by the dissertation committee and must be approved by the Graduate Director.

The qualifying exam seeks to determine a student's capabilities in synthesizing the knowledge from the courses taken and being able to solve research problems effectively. Therefore, the qualifying exam is meant to determine if the student has the right skills and abilities to take on important research problems, which subsequently establishes the way forward for the dissertation. The exam will comprise of questions that evaluate a student's competence over the courses undertaken as well as research problems that require a demonstration of the knowledge of literature, theoretical models, and the methodological options that can be employed to solve it.

Although the output of these exams is written, the committee can ask a student to return for an oral exam in the event that clarifications are required. This examination must be passed no

later than the end of the summer of the third year for full time students.

The members of the committee will vote on one of the following outcomes:

1. Pass. The student may proceed to the next stage of his/her degree training.
2. Conditional pass. In the event that the committee feels the student's performance was generally acceptable but with a specific deficiency, condition(s) will be specified that the student must satisfy to achieve a Pass and remain in the Program. These conditions may include re-examination on one or more question areas. The examining committee will clearly define the requirements for the student to receive an unconditional passing grade. Students will be asked to return and meet the requirements to the satisfaction of the committee within one month from the date when the decision was made. The committee chair is responsible for monitoring the conditions and reporting the outcome to the Graduate Director by August 20th of that summer.
3. Failure. This outcome would indicate that dissertation committee considers the student incapable of completing degree training, the student would be recommended for dismissal from the program. If a student fails the qualifying exam, the advisor (in consultation with the dissertation committee) will inform the student in writing with reasons for why the student did not pass.

Students who fail the qualifying exam, but have a minimum of 3.0 GPA in regular coursework, will be given an option to graduate with an M.S. in Hospitality Business Management (Non-Thesis Option). Courses that the student has already taken, and which meet the requirements of the M.S. degree will be factored in and the remaining courses required for the M.S. Degree will need to be completed. Students who does not pass the qualifying exam will immediately forfeit their Assistantships, Scholarships, Fellowships and any other university-aided funding option. Students should have a minimum 3.0 cumulative GPA in courses required for the MS degree to successfully graduate.

3.12. Candidacy Status Approval (Dissertation Proposal Defense)

The student cannot defend a dissertation proposal until they have completed all non-thesis coursework as required by the Ph.D. Program and met the residency requirement. They should have a minimum 3.00 G.P.A. before taking the candidacy examination with no incomplete grades. Lastly, students should have successfully passed the qualifying examination before undertaking a dissertation proposal defense. Successful defense of a dissertation proposal results in the student being approved as a Ph.D. Candidate.

The dissertation advisory committee is responsible for administering the candidacy examination. The proposal should be submitted by the student in writing first to the student's Dissertation Advisor, the Dissertation Advisory Committee, and to the Graduate Director for approval. Upon approval, the proposal must be presented to and approved by the student's

Advisor and the Dissertation Advisory Committee. The proposal should be sent to the committee at least two weeks before the actual proposal defense. Also, prior to the proposal being submitted to the committee, the candidate must present and secure feedback in the Hospitality Research Seminar course. In this Research Seminar course, the candidate must inform the Seminar Faculty about wanting to present the proposal at least 4 weeks prior to the actual date. To be eligible to defend a proposal defense, the candidate should've secured the signatures of the Major Advisor, Program Director and the Seminar Faculty where the proposal was initially presented.

The possible outcomes of the candidacy examination are pass, conditional pass, or failure. The outcome will be presented to the student, along with any conditions or requirements for proposal revisions. For conditional pass, requirements must be addressed within six months of the original exam date. Once the candidacy examination has been successfully completed, the student must apply to the graduate school for admission into candidacy. Please see the Recommendation for Candidacy for Doctoral Degree form (PDF) for details.

3.13. Dissertation Defense

The Graduate Director will approve the student's final examination/defense committee and the examination schedule. The Graduate Office must be notified on the appropriate forms at least two weeks before the exam.

If both the dissertation and the examination are satisfactory and the candidate has completed the requirements of minimum credit hours, residence, major/minor fields, and any other requirements of the field of study, the Graduate Office will certify the candidate as qualified to receive the degree of Doctor of Philosophy.

3.14. The Dissertation

The Ph.D. dissertation is an original piece of scholarly that should advance the field of Hospitality Business Management in the analytics domain. There are two ways that a student can pursue the completion of a Ph.D. dissertation.

1. Option 1 - Develop a unique field of study pertinent to hospitality business analytics and complete a comprehensive, comparative, and methodological investigation that culminates in a written dissertation document. This study should advance the fundamental knowledge of the field or provide a substantially better interpretation of facts already known. It must be original in thought, and the candidate should demonstrate the ability to conceptualize, investigate, interpret, organize and present findings. The dissertation document should comply with the guidelines as laid out by the Office Graduate and Professional Studies. Detailed guidelines for the preparation and presentation of the dissertation are described in Regulations Governing Theses and Dissertations, made available by the Office of Graduate and Professional Education or online at <https://www1.udel.edu/gradoffice/forms/thesismanual.pdf>.
2. Option 2 - Under a broadly defined field of hospitality business analytics that is

determined and approved by the dissertation committee, the candidate undertakes the development and subsequently produces three publishable or published papers in highly ranked journals determined by the dissertation committee. These papers should be original in thought, be comprehensive in the coverage of the literature that is effectively synthesized, and produce a unique analytical approach to problems or data specific to the hospitality industry. Again, the candidate should be able to demonstrate the effective ability to conceptualize, investigate, interpret, organize and present findings. The rankings of the journals determined for publication should be in compliance with those recommended in the Hospitality Business Management department's P&T document. All three papers should be ready for submission, which includes having been completely proofread at the time of defending the dissertation.

Upon completion of the dissertation document, candidates must pass a "dissertation defense", which comprises a presentation and oral examination. In this defense presentation, candidates should summarize the major findings of their research and evaluate the significance of these findings pertinent to hospitality business more effectively. The candidate will be called upon to defend the findings of the study from members of the dissertation committee and other members of the academic community who may choose to attend. The dissertation committee determines the effectiveness of the defense presentation and should be in agreement with regard to the outcome of the dissertation study. In cases where clarifications are sought, the can ask the candidate to return and explain their findings. The candidate's Dissertation Advisory Committee shall evaluate the final draft dissertation when ready to determine whether the document has effectively met both the objectives as stated in the proposal and standards outlined in terms of originality, rigor and effective communication.

The advisor shall inform the Dissertation Advisory Committee and the Graduate Director as soon as the Committee agrees that the final examination can be scheduled. No final examinations will be scheduled without a letter from the Dissertation Advisor to the Graduate Director requesting an examination to be scheduled. The letter must state the dissertation is in final form and that all members of the final examination committee have the most recent version. The Graduate Director will approve the final examination schedule, and the Graduate Office must be notified on the appropriate forms at least two weeks before the exam.

A draft of the written dissertation will be made available to all members of the Dissertation Committee at least two weeks prior to the date for oral presentation of the completed dissertation research. All Hospitality Business Management faculty, affiliated faculty and Lerner College faculty along with students will be invited to attend the oral dissertation defense meetings. Following the oral presentation and questions from faculty in attendance the Dissertation Committee will meet separately and vote on the outcome. The possible outcomes of the oral defense are pass, conditional pass, or failure. The outcome will be presented to the student, along with any conditions or requirements for proposal or dissertation revisions. For conditional pass, requirements must be addressed within six months of the original exam date.

If both the dissertation and the examination are satisfactory and the candidate has completed the requirements of minimum credit hours, residence, major/minor fields, and any other requirements of the field of study, the Graduate School will certify the candidate as qualified to receive the degree of Doctor of Philosophy.

3.15. Ph.D. Degree Time Limit

The University of Delaware requires that all Ph.D. requirements be completed within five years of matriculation for those who have Masters Degrees and within seven years for those with Bachelor's degrees.

3.16. Documentation & Forms

Several procedures in the pursuit of the Ph.D. require that the student be aware of the documentation that needs to be completed. For admission to candidacy as previously explained, a Recommendation for Candidacy for Doctoral Degree form must be submitted by the department to the Office of Graduate Studies. In the Fall semester, the deadline for admission to candidacy is August 31 and in the Spring semester, the deadline is January 31. It is the student's responsibility to ensure that candidacy is secured in a timely manner.

The degree conferral process requires candidates to submit an "Application for Advanced Degree" to the Office of Graduate Studies. For spring semester candidates semester, the deadline is February 15, May 15 for summer candidates, September 15 for Fall candidates, and January 15 for Winter candidates. The application must be signed by the candidate's adviser and department chair. There is an application fee for doctoral degree candidates that is published by the university. Payment is required when the application is submitted. Upon completion of the audit, the Office of Graduate Studies notifies students in writing when they have met all degree requirements.

3.17. Grade Requirements for Satisfactory Progress

The University has detailed Graduate Policy with regard to grade requirements to show satisfactorily progress in the program. Failure to meet these requirements will be adjudicated as per the prescribed policy. See <https://grad.udel.edu/policies/graduate-academic-policies/#gpa>

3.18. University Policy on Dismissals

The Office of Graduate and Professional Education notifies students when they are dismissed from graduate programs without completing a degree. Dismissals usually take place at the end of a term. Students may be dismissed for the following reasons:

- Upon the expiration of the five-year time limit for master's degree programs or for those students in a doctoral program who were admitted with a master's degree. Upon the expiration of the seven-year time limit for doctoral students who were admitted without a master's degree.

- Upon the failure to meet the grade point average requirements as stated in the policy on Academic Deficiency and Probation.
- Upon written notice to the Office of Graduate and Professional Education of voluntary withdrawal from the program.
- Upon failure to pass the preliminary, language, or comprehensive/candidacy examination(s), a thesis/dissertation/executive position paper proposal defense, or a thesis/dissertation/executive position paper defense.
- Upon the failure to achieve a cumulative grade point average of 3.0 upon the completion of the stated number of required credits for a degree.
- Upon the failure to meet the stated minima in specific course requirements as identified by this policy document. Such a failure leads to dismissal from the program.
- Upon failure to satisfactorily conduct research required for the degree.
- Upon the determination by the faculty of the department of Hospitality Business Management that the student has failed to meet or has failed to make satisfactory progress towards meeting academic standards required of the student's program other than the failure to achieve a cumulative grade point average of 3.0 upon the completion of the stated number of required credits for a degree.
- Upon failure of a graduate, research or teaching assistant to perform assigned duties adequately. A student's stipend may not be terminated without the Dean's approval and the approval of the Assistant Provost for Graduate and Professional Education. The Office of Graduate and Professional Education must be informed of a student's stipend termination prior to the initiation of an HR Employee Termination Form.

At the close of each semester, winter session or summer session, in those circumstances deemed appropriate by the department or program faculty exercising its professional judgment, the faculty of each department or program may evaluate the progress of a graduate student toward meeting the academic standards of the program in which the student is enrolled. In addition to graded course work, academic standards include, but are not limited to, professional, ethical, clinical and other standards required of graduate students.

Students are entitled to know the procedures and standards by which their academic performance is assessed. Each program has a statement of policies and procedures by which student academic progress is monitored and by which comprehensive, qualifying, and final examinations/defenses are conducted and graded. If, in the professional judgment of a department or program faculty, a student has failed to make satisfactory progress toward meeting the academic standards of the program in which that student is enrolled, the faculty may vote to dismiss that student from the program.

In the case of dismissal, the program director is required to send a report to the Office of Graduate and Professional Education that states the faculty vote on the decision causing dismissal and the justification for this action. The Office of Graduate and Professional Education will notify a student in writing when the student is being dismissed for failure to make satisfactory progress in the program.

3.19. Appeals and Grievances

Students who receive what they perceive as an unfair evaluation by a faculty member or faculty committee may file grievances in accordance with University of Delaware policies. Students are encouraged to contact the faculty advisor and then the department chair prior to filing a formal grievance in an effort to resolve the situation informally.

In the case of academic dismissal, the student may appeal the termination by writing to the Office of Graduate Studies. This appeal must be made within ten class days from the date on which the student has been notified of academic dismissal. If the Vice Provost for Academic Affairs grants reinstatement, the student must meet the conditions of the reinstatement. Failure to meet these conditions will result in dismissal from the program. A graduate student may be reinstated only once to a given major. The student's academic transcript will reflect the reinstatement with academic probation status.

Students wishing to review their program file must submit a written request to the graduate director at least 24 hours in advance. Students must review the file in the presence of program staff or faculty and are not permitted to remove a file but may photocopy documents from their folder. All access to student records is in accordance with the Family Educational Rights and Privacy Act.

4. Resources

4.1. Faculty Resources

The faculty of the Ph.D. program represents a broad range of interests and expertise.

Zvi Schwartz, Professor and Chairperson	Ph.D., Purdue University
Focus on the core technical and strategic elements of the revenue management cycle: forecasting, optimization and monitoring; as well as the closely-related topics of strategic pricing and consumer and firm decisions in advanced reservation environments.	
Srikanth Beldona, Professor and Graduate Director	Ph.D. Purdue University
Focus of research is in consumer psychology as it relates to hospitality-based experiences and digital marketing in hospitality and travel.	
Timothy DeSchriver, Associate Professor	Ed. D. University of Northern Colorado
Focus on research in sport economics and sport marketing. Research areas include professional team sport industry and American intercollegiate athletics.	
Sheryl Kline, Professor and Deputy Dean	Ph.D., Temple University
Research focus is on organizational development and training, human resource issues, with an emphasis in the hotel management industry.	
Francis Kwansa, Associate Professor	Ph.D., Virginia Tech
Focus on corporate finance and financial management applications in the hospitality industry. Research areas include mergers and acquisitions, corporate governance.	
Jing Ma, Assistant Professor	Ph.D., Purdue University
Focus of research in food safety and foodservice management, as well as consumer behaviors in various food consumption settings.	
Brian Miller, Associate Professor	Ed.D., University of Massachusetts

Focus on Hospitality Industry analytics used for operational, advanced and predictive outcomes. Addressing outcomes that result in smarter investments, improved competitive indexes, and greater customized guest focus.	
Robert Nelson, Associate Professor	Ph.D., University of Delaware
Research focus is hotel valuation and feasibility along with the use of public private partnerships to develop hotels and related tourism infrastructure.	
Ali Poorani, Associate Professor	Ph.D., United States International University (USIU)
Focus of research and training is on customer experience & engagement, medical travel, and human capital analytics.	
Matthew Robinson, Professor	Ed.D., Temple University
Focus on research related to impact of major international sporting events on sport performance in countries. Also using analytics to drive sport performance.	
Timothy Webb, Assistant Professor	Ph.D., Virginia Tech
Focus of research in hospitality revenue management for both hotels and restaurants, as well as the incorporation of advanced analytics for hospitality management decisions.	
Joanne Jung-Eun Yoo, Associate Professor	Ph.D., The Hong Kong Polytechnic University
Focus of research in tourism and hospitality marketing. Research areas include convention/event management and cross-cultural psychology.	

4.2. Research Centers

The Institute for Financial Services Analytics (IFSA)

IFSA is at the intersection of industry and education, forming and informing the emerging field of financial services analytics. Financial services analytics typically focuses on the collection and analysis of large datasets in the effort to offer improvements to business operations, customer service, and risk management. Its interdisciplinary efforts draw on the expertise of faculty from diverse backgrounds including business administration, economics, finance, management information systems, computer science, electrical engineering, mathematics and statistics. IFSA offers research seminars on a regular basis and host annual conferences that connect researchers and industry leaders. Financial services analytics is the science of quantitative models and technologies designed specifically for the financial services industry. It offers

improvements in risk management, enhanced customer service, customized product offerings and more efficient business operations.

As a rapidly evolving area of academic research, financial services analytics is driven by business needs ranging from credit card fraud detection to mobile customer service to risk management. The underlying business problems are unique, complicated, and intriguing, and warrant in-depth and systematic study.

4.3. Library Resources

The Morris Library in the Newark campus, serves the local population of students, staff and faculty.

5. Correspondence and Information

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