WE ARE
PIONEERING
RESEARCH.

PhD PROGRAM

MICHIGAN ROSS
PhD PROGRAM

WE ARE
MICHIGAN
ROSS.
Welcome to the Ross School of Business at the University of Michigan, a top-ranked business school operating within one of the world’s largest and very best research universities. As such, Michigan Ross offers its PhD students access to deep expertise across subject areas and unparalleled opportunities for interdisciplinary study and research.

As a PhD student at Michigan Ross, you will work side by side with faculty who are shaping their fields and the global business community with groundbreaking research. You will join a research enterprise where faculty address important questions using different approaches as needed, including economic and behavioral models as well as methodologies blending the two or incorporating innovations from other fields. This freedom to choose different paradigms and methodologies enables faculty and PhD candidates to take full advantage of the rich breadth and depth of intellectual inquiry found throughout the university.

The Doctoral Studies Program at Michigan Ross in particular prides itself on its diversity of scholars. Because we are a general management institution, our areas of study are equally strong. As a result, we have doctoral students from across the United States and around the world on a great variety of topics. The international composition of students and range of scholarship in our midst mimic the global business community of the 21st century and foster creative problem solving.

Our institutes and centers — dedicated to entrepreneurial studies, emerging and transitional economies, global sustainability, technology and operations, global finance, positive organizational scholarship, tax policy, and accounting methods — provide further support and infrastructure.

Just as the interdisciplinary nature of Ross and of the University of Michigan are defining features of the institution, so too is the degree to which faculty and doctoral students work together and truly collaborate. Our faculty regard PhD students as “faculty in training” and, thus, colleagues. This leads to a supportive but also challenging and rewarding environment, both professionally and personally.

I invite you to apply to our Doctoral Studies Program and hope to welcome you as a colleague in the near future.

Best Wishes,

Thomas Buchmüller
Senior Associate Dean for Faculty and Research
Waldo O. Hildebrand Professor of Management and Insurance
Professor of Business Economics and Public Policy
Pursue Your Intellectual Passion

The Reasons to Choose Michigan Ross Are Abundant.

We are a renowned business school within an internationally recognized university that is among the world leaders in funded research. This rich environment creates opportunities for self-directed, collaborative work and the funding to support it. Ross faculty are among the most influential in the world. Their research impacts the way business is taught and practiced on a global scale. Much of this research is conducted in collaboration with PhD students.

The realms of theory and practice come together seamlessly in our Doctoral Studies Program. For researchers seeking to bring new discoveries to the world, the University’s collaborative spirit is vital. For scholars looking to put their ideas into practice, the program is connected to an enormous network of business partners. Whatever the topic of your intellectual passion, it will flourish with the endless resources and opportunities at Ross and the University of Michigan. Our PhD graduates are placed at top universities around the world. A degree from U-M is recognized globally and guarantees that your credentials certify your scholarly abilities as a teacher, researcher, and colleague. Upon graduation, you will join a community of more than 50,000 Michigan Ross alumni from all 50 states and almost 90 countries, and a network of over 580,000 U-M alumni worldwide.

Francine Lafontaine, Associate Dean for Business + Impact, William Davidson Professor of Business Economics and Public Policy, Professor of Economics

Francine Lafontaine is interested in the vertical boundaries of the firm, and how firms interact across these boundaries to ensure that they have the resources they need and that their products get where they need to be. Of course, how firms interact with one another also raises issues of interest from an antitrust perspective, which is why she was asked to serve as the Director of the Bureau of Economics at the Federal Trade Commission in 2014 and 2015. She returned to Ross to serve as the Senior Associate Dean for Faculty and Research, an office she left in summer 2020 to take on the role of Associate Dean for Business+Impact. Lafontaine has worked with many PhD students at Ross as well as students from other schools on campus and at other universities. “The Ross doctoral program is really special—it emphasizes the role of PhD students in the research enterprise of the school. We view these students as junior colleagues who can help create and put into practice the big ideas we need to address the pressing problems of today.” Students are also trained to become great communicators, including learning to be the best instructors they can be. “At Ross, we believe this approach prepares our PhD students to have the greatest positive impact on business and society.”

Sample of recent PhD placements:

- Bocconi University
- Boston College
- Brigham Young University
- Carnegie Mellon University
- Cornell University
- Dartmouth College
- Duke University
- Emory University
- Georgia Institute of Technology
- Harvard University
- HEC Paris
- Hong Kong University of Science and Technology
- Indiana University
- London Business School
- Massachusetts Institute of Technology
- McGill University
- National University of Singapore
- New York University
- Northwestern University
- Penn State University
- Peking University
- Southern Methodist University
- Stanford University
- University of California Los Angeles
- University of Chicago
- University of Florida
- University of Maryland
- University of North Carolina—Chapel Hill
- University of Notre Dame
- University of Pennsylvania
- University of Texas—Austin
- University of Toronto
- University of Virginia
- University of Washington
- Washington University—St. Louis

Become a Distinguished Scholar
Pursue Your Intellectual Passion
The Reasons to Choose Michigan Ross Are Abundant.
ABOUT THE ROSS PhD

The goal of our program is to prepare the faculty of the future for the world's top business schools. Our graduates use their research, discoveries, and insights — expressed through writing, speaking, and teaching — to shape the world of business. To accomplish this, we utilize coursework and directed research.

In keeping with the school's overall core values and strategy, the doctoral program has its foundation in:

- generating broad-based intellectual capital with impact
- providing innovative educational experiences
- offering co-creation opportunities with students as active participants
- connecting theory and practice with action-based learning

FRED FEINBERG // Joseph Harkinsman Professor of Marketing, Professor of Statistics, Chair of Marketing

“Ross students are self-starters with a passion for scholarly learning and getting knee-deep in cutting-edge research,” says Fred Feinberg. “The same can be said of the faculty. We work shoulder to shoulder with students on research from the start. It’s an intense, but unusually collegial, environment. Students pursue their ideas in collaboration with leading researchers at Ross and across the entire University.” Feinberg lists the department’s strengths as consumer evaluation and choice; attitude formation; information processing; behavioral decision theory; consumer satisfaction; and the modeling of pricing, advertising, and promotion through the use of lab, scanner, Web-based, and other data sources. Methodologically, Feinberg cites special strengths in experimental design, Bayesian econometrics, consumer neuroscience, dynamic and social models, and experimental economics. His own research focuses on using statistical models to better understand human behavior, particularly sequences of choices in uncertain environments. Feinberg uses many tools to get a handle on what drives behavior. “One of our strengths is our emphasis on collaborative, cross-disciplinary research,” he says. “We are fortunate to work with world class scholars across the University training our doctoral students to the highest levels of scholarship in core disciplines.”

FACULTY IN TRAINING PROGRAM (FIT)

We believe the faculty lifecycle begins with the PhD program, not when you become an assistant professor. From the start, you will be seen as a future faculty member and someone who is in training while in the program.

FIT prepares you for a career at the world’s top business schools. This distinctive feature of the Michigan Ross PhD Program develops your expertise in the four key areas essential for faculty success:

- Research
- Teaching
- Service
- Administration

You’ll also develop the interpersonal skills and awareness needed to work as a valued colleague in an academic setting. Participating in activities outside the classroom helps build skills in presentations, teaching, and academic writing.

All Ross PhD students also complete Responsible Conduct of Research and Scholarship Training. This program helps students learn about the ethics in research appropriate to their discipline or field of study.

At Ross, you will have everything you need — intellectual stimulation, a powerful network, support, funding, a world-class institution — to pursue your intellectual passion and explore the intersection of academic discipline and business practice.

FACUL TY IN TRAINING PROGRAM (FIT)
OUR COMMUNITY

A MENTORSHIP PHILOSOPHY

We nurture students who best fit our program’s philosophy and supply them with the resources to succeed. The program’s small size allows students exceptional access to faculty. Students work with faculty formally and informally as research assistants, beginning in the first semester. From there on, students have many opportunities to work closely with faculty as co-authors on papers that target top academic journals.

The program typically admits 15-20 students from a pool of 400-500 applicants each year. In the past five years, more than half of the students have been international, while about one-third have been women. Of domestic students, ten percent have come from underrepresented minority groups.

INTELLECTUAL CHALLENGE, COLLEGIAL SPIRIT

Students accepted into our doctoral program will find themselves in an intense academic environment that demands full-time commitment over a five-year period. Unlike an MBA program, which offers principles, tools, and techniques of immediate utility in the business world, the Ross doctoral program requires students to step back from the day-to-day business world to examine why that world works as it does—and to pose long-term questions that bridge the theoretical and practical.

A distinguishing feature of Michigan Ross is the collegial spirit and noncompetitive nature of the community. Students collaborate on projects and assist each other; joint research with faculty is expected. Our informal atmosphere and open-door policy encourage students to engage in conversation with faculty or continue seminar discussions with distinguished visitors beyond the allotted class time and space.

A TOP BUSINESS SCHOOL

Michigan Ross is a leader in programmatic innovation and action-based learning in business education. Ross stands out among the world’s best business schools for the depth and breadth of its programs. In addition, the school is recognized by the Aspen Institute as one of the leading business schools in the world for integrating ethical, social, and environmental issues into its curriculum.

In addition to world-class academic departments in core business disciplines, Michigan Ross houses research institutes and centers that provide extraordinary thought leadership and learning opportunities. These include:

- Center for International Business Education and Research
- Erb Institute for Global Sustainable Enterprise
- Office of Tax Policy Research
- Paton Center for Research in Accounting
- Tauber Institute for Global Operations

EXPANSIVE UNIVERSITY RESOURCES

The University of Michigan is the top public research university in the U.S., according to the National Science Foundation. It is highly regarded in many fields, including the social sciences, economics, psychology, sociology, and statistics. It also is home to the nation’s preeminent academic social science laboratory, the Institute for Social Research; a superb College of Engineering; and highly ranked schools of law and medicine. Michigan Ross’ doctoral program leverages the University’s resources by allowing students to pursue coursework in other disciplines. This proves advantageous when they must possess the same skills and vocabulary as experts in these fields.

The University had nearly $1.5 billion in research expenditures in 2017, with over half conducted under contract with the federal government.
Ann Arbor consistently ranks as one of the best places to live in America. It’s rich in entertainment and culture, home to an amazing food scene, and offers countless opportunities for outdoor and indoor adventures.

As home to one of the greatest universities in the world, Ann Arbor is a city that is both intellectually robust and economically resilient. The University of Michigan attracts global leaders in all fields, including medicine, life sciences, law, engineering, public policy, and education. Rich with history and tradition, U-M and Ann Arbor offer a classic college town experience. There are restaurants for every budget and taste; music for fans of concertos and rock bands; and pleasures for lovers of both sports and the arts. It doesn’t take long to realize that Ann Arbor naturally melds high culture and popular culture.

Within Ann Arbor, public transportation is accessible and often free for students. Students also enjoy venturing out to Detroit. Just 40 miles away, the Motor City offers an array of activities and events. An unforgettable cultural and historical experience, Detroit’s amenities are nationally recognized—it’s been named one of Zagat’s 26 Hottest Food Cities and USA Today readers named Detroit the nation’s Best Sports City.

The Arts Ann Arbor enjoys an international reputation for its vibrant music and performing arts scene. In addition to bringing Yo-Yo Ma and the Berlin Philharmonic to town, the University Musical Society also hosts the only U.S. residency of England’s Royal Shakespeare Company. The recently renovated University of Michigan Museum of Art features dramatic new galleries that highlight pieces drawn from the museum’s more than 18,000 works.

Food You can find whatever you want to eat (or cook) in Ann Arbor. Quality ethnic restaurants and specialty grocery stores abound, and there’s no shortage of high-end restaurants. A word to the wise: If you leave Ann Arbor without going to Zingerman’s Delicatessen, you’ll never have the pleasure of discovering just how exciting a sandwich can be.

Recreation Those who love the great outdoors can run or bike along more than 60 miles of scenic trails, kayak down the Huron River, explore the Nichols Arboretum, or take advantage of Ann Arbor’s many golf courses. With more than 10,000 inland lakes and 3,000 miles of Great Lakes shoreline, Michigan’s beaches, sand dunes, lighthouses, and marinas are just some of the welcoming attractions found within a day’s drive of the city. Local attractions such as the Ann Arbor Hands-On Museum, the petting zoo at Domino’s Farms, and fall hayrides and cider mill tours will delight the whole family.
Collaborative Space. Action-based learning is a creative, interactive experience that integrates individual preparation, team-based projects, and classroom discussion while effectively utilizing advanced information technology. Fruitful, informal encounters that occur outside the classroom are essential to the culture of Michigan Ross. Accordingly, the campus features many open, light-filled spaces that facilitate gatherings of all kinds. Surrounded by Robertson Auditorium, Seigle Cafe, and informal meeting spaces, the bright and spacious Davidson Winter Garden is the figurative and literal center of our collaborative learning community.

Classrooms. The Ross campus has a variety of classroom sizes, configurations, and technology to support a variety of learning activities and pedagogic styles. Additionally, each of our classrooms has adjacent group study rooms to support the conversations and explorations essential to successful team-based learning.

Technology. Seamlessly integrated technology enables students and faculty to interact with one another on campus and with project sponsors and teams all over the globe. State-of-the-art wireless, data-ready seats, and fully loaded group study rooms are just some of the features.

Sustainability. Michigan Ross faculty are among the world leaders in academic programming and research devoted to sustainable enterprise. Fittingly, the Ross campus has been recognized for its numerous architecturally innovative and environmentally responsible features. The main Ross building earned a Silver designation in 2010, according to the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) rating system. Recently constructed buildings Krege and Blau halls also earned LEED Gold certification in 2017.

Beyond Business. Ross students, faculty, and staff are able to incorporate a healthy lifestyle with a top-notch education. The Och Fitness Center features free weights as well as strength and aerobic machines. In addition, Seigle Cafe and our Executive Dining Room offer fresh, whole foods, many of which are raised and harvested locally. And since 1995, the school has acquired an impressive art collection consisting of more than 200 contemporary works.

Michiganross.umich.edu/campus

Here you’ll find a community that believes in inclusion, diversity, empowerment, and mutual support.

Areas of Study

16 Accounting
18 Business & Economics
20 Finance
22 Management & Organizations
24 Marketing
26 Strategy
28 Technology & Operations
Ross is the birthplace of modern accounting research. The program builds on this tradition by developing the next generation of academic leaders who will produce work of lasting importance at the nation’s top research-oriented universities. Placements in the last five years include the University of Chicago, Cornell, Harvard University, Massachusetts Institute of Technology, and Stanford University.

A major strength of our program is its productive and highly regarded research faculty, who focus on issues of importance to the accounting and business communities. Our recent research topics include the impact of accounting information on capital markets and on the behavior of decision-makers within firms.

The Ross PhD program in accounting also is well-known for its emphasis on close faculty-student interaction. We only admit two or three students into the program each year. This fosters joint research and ensures a highly collegial environment.

Michigan does an excellent job of preparing research-oriented faculty. The first major factor is the faculty’s commitment to the PhD Program, whether taking the time and thought to help students build research skills and ideas, or by ensuring that the program gets resources such as offices near the faculty. The second factor is the quality of the students, who were helpful as we progressed through coursework and refined our research ideas. The use of research assistantships for funding also was valuable in developing my skills as a researcher.”

JUDSON CASEY, ’06 // ASSOCIATE PROFESSOR OF ACCOUNTING, UCLA ANDERSON SCHOOL OF MANAGEMENT

GREGORY MILLER // Ernst and Young Professor of Accounting, Chair of Accounting

“Collaboration” is a buzzword on many campuses. But as an alumnus and faculty member, Greg Miller knows it’s a way of life at Ross. “What makes Michigan special is how the faculty and students interact,” he says. “PhD students are truly involved in the life of the department—providing great experiences and bringing energy to the faculty. That relationship is the heart of our PhD experience, and I believe it is unique among accounting programs. Miller says his student experience “more than just a set of classes; it was an apprenticeship into being a scholar.” Now, he is responsible for cultivating that experience for others. “What makes Ross students stand out is their passion for answering real questions in a way that adds value for researchers, students, and practitioners,” he says. “The diversity of our people allows us to have rich discussions and investigations into many areas—providing true engagement without dogma.” Miller spent 10 years on the faculty at Harvard before returning to Ann Arbor in 2008. His research focuses on financial communication, understanding how managers use financial information and the markets to communicate to outside stakeholders and opinion formers.

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The PhD in Business and Economics is a joint degree offered by the Ross School of Business and the Department of Economics at the University of Michigan.

The goal of the joint program is to provide scholars with the best training in the theoretical and methodological approaches used in economics, combined with the specific training in business applications offered at Ross. The program is designed to serve students who have interests in broad microeconomic research areas relevant to business, including Industrial Organization, and business-related topics in Labor, Environmental, Health, International, and Development Economics.

By combining the rigors and accreditation associated with a PhD in Economics with access to faculty, resources, and funding at the level provided by Michigan Ross, the program attracts outstanding students who will benefit from working with faculty from both units. Graduates of this new program are expected to be particularly attractive hires for academic positions in economics groups in business schools, as well as economics departments, policy schools, and schools of public health.

I chose the joint doctorate program in Business and Economics at U-M because I felt it brought together the best elements of both areas. Over the next five years, I will take on rigorous technical and theoretical training in economics, opportunities to learn from and interact with world-class faculty and students across two areas, and the resources to do research in applied microeconomics and business topics. More broadly, I was drawn to the highly supportive environment Michigan offers to its graduate students. Students have ample access to faculty, to the resources they need to complete their PhD programs successfully, and to an excellent placement office to help them compete in the job market.”

EVELYN SMITH  //  PhD CANDIDATE

JAGADEESH SIVADASAN  //  Associate Professor of Business Economics and Public Policy

Jagadeesh Sivadasan says the jointly offered PhD in Business and Economics between Ross and U-M’s Economics Department provides a unique environment for students interested in business-related economic research. “The small program size and depth of support provided by Ross — combined with the coursework, faculty breadth, and placement support of the Economics Department — gives students a supportive setting for study and research,” he says. Students in the program can follow a wide range of interests in economic fields where research has implications for business and related government policy. “Faculty in the Business and Economics group have varied interests encompassing industrial organization, health, international, environmental, and development economics,” he says. Sivadasan’s own research centers on how firm performance is impacted by a variety of government policies such as labor, foreign entry and trade regulation, as well as by firms’ strategic choices. “In today’s economy, firms are the key engines of innovation, propelling economic growth and improvements in social welfare across both developing and rich countries. I am fascinated by what makes firms in some countries more productive than others.”
Ross PhD students in finance have access to a large faculty whose research interests span the field’s three main areas—corporate finance, asset pricing, and financial intermediation. Our faculty conduct research on a broad range of topics such as the design of corporate financial policies, financial intermediation systems, measurement of default risk, the organization of mutual funds, market microstructure, risk-return dynamics in the asset markets, and the role systematic irrationality plays in financial market behavior.

To complement its own courses, the finance program takes advantage of the University of Michigan’s strengths in economics, engineering, and mathematics. Within Ross, two weekly finance seminars offer students exposure to the ideas of scholars from all over the world, and an informal setting in which to present their own research.

The Ross PhD program in finance emphasizes close interaction with faculty, both through research and teaching.

I cannot imagine a place where students can have better access to faculty or more opportunities to talk about research than at Ross. My experience was fantastic and the program was challenging from the first courses I took to my final dissertation defense. These challenges prepared me well for the job market. The prior placements of the program spoke for themselves, but as an incoming PhD student, it’s difficult to have a sense of your potential. The fact that Ross had routinely placed students at top research schools at the end of the second year. Students advance to candidacy by passing the exams and completing the two research papers. The remainder of the program is devoted to the dissertation.

UDAY RAJAN // Hermelin Professor of Business Administration
Professor of Finance and Real Estate

Since the onset of the global financial crisis, discussions among finance professors and students at Ross continue to be heated. And that’s just the way Uday Rajan likes it. “A Ross PhD student never stops asking ‘why.’ We train each student to think through the cause-and-effect relationships behind real-world phenomena at an abstract level,” he says. “The student then has the theoretical and empirical tools to provide insight into the causes of a phenomenon and prescribe improvements for the future.” There is a close level of interaction between faculty and students at Ross, leading to several joint projects. “Our department spans all research areas in finance, be it asset pricing, corporate finance, market microstructure, or behavioral finance,” he says. “We have a large mass of junior to mid-career faculty members and interactions at seminars and workshops are very lively.” Rajan currently is working on the behavior of subprime mortgage lenders leading up to the financial meltdown.
I chose Ross because it’s the best PhD program out there. It provides very rigorous theoretical and methods training, but everyone also cares about impact. It is a very personal experience, focused on bringing the best out of each student. There is a lot of individual freedom, but at the same time, a lot of faculty support and attention. The faculty help students discover their own passions and develop them into a unique research agenda.”

KLAUS WEBER // PROFESSOR OF MANAGEMENT AND ORGANIZATIONS, KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY

Understanding individual, group, and organizational dynamics is crucial to modern business. The management and organizations group brings an interdisciplinary approach to these issues through theoretical work, field and laboratory research, and archival studies. Our research spans micro-social psychological dynamics in organizations to macro-sociological/organizational theory topics.

Our doctoral students collaborate closely with our faculty and those involved in the school’s executive education program. They also have at their disposal the University’s extraordinary resources in social sciences. Several faculty hold joint appointments in social science fields at the University.

Interaction among scholars across social science disciplines is common. For example, the Interdisciplinary Committee on Organizational Studies brings together faculty and students from schools and departments across the University for weekly seminars. The Inter-University Consortium for Political and Social Research, based at U-M, offers summer methods institutes that our students frequently attend. Faculty strength in the burgeoning field of economic sociology has prompted U-M’s Department of Sociology to organize a new area called economic sociology and organizations.

SUE ASHFORD // Michael & Susan Jandernoa Professor of Management and Organizations, Chair of Management and Organizations

Sue Ashford works with PhD students often, involving them in ongoing research and new projects. “I’m highly driven to get things done and they’re highly driven to learn new things and develop skills, so the collaborations tend to work extremely well,” she says. Ashford’s research centers on how proactive employees can make a positive difference in their careers and their organizations. Her work bucked the assumption that employees wait around for management action. For Ashford, there’s no better place to pursue that kind of research than at Ross. “People here care about bottom-up change, care about individuals making a positive impact, care about prosocial behavior, and care about trying to address fundamental issues in our field in a way that changes the conversation.” A PhD student at Ross is fully part of the Michigan family, she says. “We support our PhD students and interact with them as colleagues rather than as undergrads,” Ashford says. “We involve them in our research, celebrate their successes, and help them through trying times. Getting a PhD anywhere is a stretch experience. Here at Ross, you also receive the support you need to meet the challenges.”
MARKETING

As a field, marketing is concerned with developing an understanding of how consumers and producers interact in markets. As a department at Ross, marketing takes an interdisciplinary approach to developing this understanding, drawing from such disciplines as psychology, statistics, economics, and engineering to investigate important questions or applied problems.

Ross faculty and PhD students work collaboratively to publish cutting-edge research on topics such as consumer decision-making, sensory marketing, decision and cultural neuroscience, marketing resource allocation, brand portfolio management, new product development, advertising response models, and social media in leading academic journals in marketing and related disciplines.

At Ross we prepare our students to become research scholars at top research universities who further the field of marketing in both research and practice.

What attracted me to Ross initially was that the marketing department studied a wide range of topics — from advertising to brain imaging. Chances are you’ll diversify or change your interests through a five-year program, and such a place allows you to explore different topics, guided by field experts, to find what is right for you. Aside from the renowned faculty, the program stood out in terms of the diversity of students. My colleagues came from all over the world and with various backgrounds. Insights from other disciplines like engineering or psychology inform the research that students conduct at Ross.”

LINDA HAGEN // ASSISTANT PROFESSOR OF MARKETING, MARSHALL SCHOOL OF BUSINESS, UNIVERSITY OF SOUTHERN CALIFORNIA

PROGRAM OF STUDY

COURSES

Students are expected to take a sequence of rigorous courses over the first two years as a prelude to conducting original dissertation research. These cover methodological foundations (e.g., econometrics and multivariate statistics), theoretical foundations (e.g., microeconomics and social psychology), and advanced marketing-specific seminars. The course sequence includes required courses and electives that speak to students’ own interests. We encourage students to achieve master’s-degree competency and certification in one of the basic cognates to marketing, such as psychology, economics, or statistics.

RESEARCH

Aside from working directly with faculty from the outset, students complete a large-scale research paper by the end of their second year of the program, modeled on articles in leading academic marketing journals.

PRELIMINARY EXAMINATION AND CANDIDACY

A preliminary exam, which covers marketing-specific and other methodological topics, is given at the end of the second year of the program. Students are allowed ample preparation time, including meetings with individual faculty sharing their interests.

ARADHNA KRISHNA // Dwight F. Benton Professor of Marketing

Aradhna Krishna’s research underscores the boundary-less culture of Michigan Ross. She is a pioneer in the field of sensory marketing — the subconscious triggers that affect how people make purchasing and consumption decisions. She explores the way a product’s look, feel, taste, sound, and smell contribute to how it’s perceived and how people respond to it. This requires working with colleagues in other disciplines, such as psychology, and it’s highly encouraged at Ross. “This is an interdisciplinary field and the University of Michigan allows for a very interdisciplinary focus,” Krishna says. In addition to sensory marketing, she also designs winning cause marketing and social responsibility programs, and creates engaging pricing and promotion policies. She says PhDs will find a rigorous academic program in a collegial environment. “We are very serious academics and we really care about our students,” Krishna says. “Ross PhD students are very smart, but also know how to have fun.”
As the dominant social and economic organization of our time, the business corporation wields enormous power. The Ross PhD program in strategy prepares students for research and careers that address issues of corporate character, actions, and success. Drawing from behavioral sciences, the program examines the firm’s internal organization, its relationship with external environments, its strategic decision-making processes, and its overall performance. Strategy research at Michigan Ross focuses on assessing fundamental, underlying differences among seemingly similar organizations. Many business schools house strategy programs within a larger management department. At Ross, the program reflects the specific research interests of our faculty. At the same time, the program is highly interdisciplinary. Our students and faculty interact with students in other disciplines, including economics, sociology, psychology, and political science, through coursework, research projects, colloquia, and dissertation committees. Our students and faculty also are tied to other programs across the University. We encourage students to conduct research with a broad spectrum of faculty, and we require them to choose a cognate field.

"At Ross, I had the opportunity to immerse in my primary field of interest and receive training in related fields, such as microeconomics and organization theory. This combination of depth and breadth is important because it prepares students to conduct research that is rigorous and applicable to a broader audience. Ross also excels at teaching students how to focus their research. A great PhD program is one that prepares students not only to formulate compelling answers to relevant research questions but also to identify relevant questions in the first place."

FRANCISCO POLIDORO, ’06 // ASSOCIATE PROFESSOR OF MANAGEMENT; MCCOMBS SCHOOL OF BUSINESS, UNIVERSITY OF TEXAS – AUSTIN

The distinct quality of the Michigan Ross PhD Program is reflected in its faculty’s relentless effort in cutting-edge research, its vibrant and collegial intellectual community, and close collaboration between faculty and doctoral students, says Maggie Zhou. Faculty members spend a great amount of time mentoring, training, and advising students. Students are strongly encouraged to research across disciplinary boundaries. "We are one of the top programs in the country that embrace an interdisciplinary approach to strategy research," she says. "We apply high standards of research rigor to all topic areas, and we seek to develop the next generation of thought leaders in solving fundamental and emerging problems in the strategy field.

Maggie’s own research examines the role of complexity in setting limits to firm growth, corporate and competitive strategies, and organization design. "I believe managing complex internal activities and institutional environments is essential for firm growth and economic development in a global economy."
Technology and operations is central to a wide range of global management challenges facing business today: increasing globalization has placed supply chain management at the core of the world economy; the rapid evolution of technology, from e-commerce to social media, is presenting enormous information technology and operations management challenges; and sustainability concerns have raised operational efficiency as an urgent management concern.

At Ross, we study these important issues by using the overlapping heritages of operations management, organizational information technology, operations research, management science, and statistics. Students master rigorous, model-based, empirical, and experimental research methods and apply these to current research problems. Our students and faculty have explored innovations in health care services; technology enabled business ecosystem innovation; sustainability in supply chains; global health care delivery; supply chain risk management; renewable energy management; revenue management for sports events.

Michigan’s faculty are world class, publishing in the best journals and researching a diverse range of topics. Their accessibility, encouragement, and uncompromisingly high standards ensure superior training, enabling graduates to pursue productive academic careers at leading business schools. There also is an opportunity to teach an entire undergraduate course in operations management, which provides superb classroom experience.”

IZAK DUENYAS // Herrick Professor of Business, Professor of Technology and Operations, Professor of Industrial and Operations Engineering, Faculty Director of Executive MBA Program

“Ross students are among the brightest PhD students in the nation,” says Izak Duenyas. “The program is extremely competitive, and we only admit students who have excellent technical training but also a natural interest in good business problems and using analytical and empirical models to discover interesting new insights about business issues.” Duenyas’ own research interest is supply chain management. His most recent focus is on how companies manage supply chain issues under information asymmetry. That applies to inventory management in the supply chain, sourcing, production, and outsourcing. Duenyas believes good academic research is driven by close collaboration with industry. “What sets the Ross PhD program in technology and operations apart from other programs is the problem-driven focus of the faculty and students,” he says. “We work with companies continuously. Instead of dreaming up problems in our offices, we are interested in finding out the important problems that keep high-level executives awake at night. Most students work with multiple faculty members and on several papers at a time exploring different issues. This focus on real problems addressed by cutting-edge methodologies is what makes Ross one of the top programs in the world.”

“

RODNEY PARKER, ’02 // ASSOCIATE PROFESSOR OF OPERATIONS AND DECISION TECHNOLOGIES, KELLEY SCHOOL OF BUSINESS, INDIANA UNIVERSITY

Program of Study

Courses:
First-year courses focus on fundamental mathematical modeling and analysis tools, including dynamic programming, stochastic processes, game theory, and inventory theory. Courses in the second year allow students to apply these tools to technology and operations topics, develop areas of specialization, and round out their business education.

Research:
Students complete research papers at the end of each of the first two years of the program.

Preliminary Examination and Candidacy:
Students must complete two preliminary exams, one at the end of each of the two years of coursework. The remainder of the program is devoted to the dissertation.

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A doctoral education is a once-in-a-lifetime investment that requires committing personal resources of time and talent. Although the intellectual stimulation and satisfaction are rewarding, balancing coursework, assistantships, research, and other responsibilities can be challenging. You must be self-directed, with a passion for learning, a love of thoughtful inquiry, and excellent communication skills. The intimate size of the Ross Doctoral Studies Program is designed to foster in-depth research and develop teaching abilities in close partnership with the school’s renowned faculty.

TIME FRAME
Doctoral study is a full-time, year-round enterprise. Accordingly, we only admit students who expect to devote their entire energies to the program. Although some students may finish more quickly, the program requires an average of five years to complete.

OPTIONS FOR STUDY
Because the PhD Program is a component of the Horace H. Rackham School for Graduate Studies at the University of Michigan, students have full access to the resources, privileges, and obligations of the University community. However, the program is structured and supervised by the faculty and administration of Michigan Ross.

Students may choose from seven areas of concentration:

- accounting
- business & economics
- finance
- management & organizations
- marketing
- strategy
- technology & operations

It is important to choose your concentration carefully. Fields overlap, and interests may span several areas. If you are uncertain about which area best suits your career objectives, we urge you to speak with a member of the Doctoral Studies Program before you apply.

TEACHER DEVELOPMENT
Because the graduates of our program typically pursue academic careers, and teaching at a top-notch school such as Michigan is demanding, we require our PhD students to teach an undergraduate course for one semester.

Our teacher development program guides students by providing special mentors and addressing instructional concerns through multiple avenues, including:

- lectures, workshops, and brown bag discussions
- a teaching methodology course
- class observations of master teachers
- instructional presentations
- experience with the latest technologies

The diverse techniques our faculty employ—from the case method to action-based learning to interactive video—provide a solid base for exploration.
DEGREE REQUIREMENTS

COURSEWORK
The first two years of the program usually are devoted to courses that satisfy University, school, and area requirements.

UNIVERSITY REQUIREMENTS > COGNATE COURSES: two graduate-level courses in University departments or colleges outside Michigan Ross. This requirement is designed to increase students’ intellectual breadth. Students commonly elect cognate courses in economics, psychology, sociology, statistics, or engineering.

MICHIGAN ROSS REQUIREMENTS > GENERAL BACKGROUND COURSES: basic knowledge in accounting, finance, marketing, and organizational behavior. Students entering with an MBA usually will have satisfied this requirement. Others fulfill it through doctoral, MBA, or executive education courses.

Analytical tools courses: mastery of statistical inference. Typically, students take a one-year, graduate-level sequence in statistical methods and probability through the University’s statistics or economics departments. Individual areas determine the appropriate sequence and additional courses to prepare students for research in their fields.

AREA REQUIREMENTS > DOCTORAL SEMINARS: These sequences acquaint students with research literature and current themes and controversies in the field. Area seminars are supplemented by schoolwide doctoral seminars in research methods and research on decision-making under uncertainty.

RESEARCH
Although coursework is important, the main goal of the doctoral program is to impart independent research skills. We achieve this under a mentorship model.

RESEARCH ASSISTANTSHIPS: Students work with faculty formally and informally as research assistants, beginning in the first semester.

RESEARCH REQUIREMENTS: Students must satisfy research requirements specified for their area.

TEACHER DEVELOPMENT
Because doctoral students generally are preparing for demanding business school teaching careers, we provide a comprehensive and individualized Teacher Development Program. This program requires students to take at least one graduate course in their specialty, often during the third year of doctoral study. Students are paid as teaching assistants for the courses they teach.

TEACHER DEVELOPMENT PROGRAM: The Teacher Development Program provides students the support and resources necessary to enable them to teach at the high level expected at Ross and other elite schools. Specific goals of the program include enabling students to:

› develop mastery of key instructional methods
› acquire a broad range of teaching strategies and that facilitate learning
› create student-oriented instructional environments that are conducive to learning
› identify criteria by which to monitor teaching effectiveness

PRELIMINARY EXAMINATIONS
Preliminary examinations are a prerequisite for candidacy. They are designed and administered by each area to evaluate a student’s mastery of basic knowledge.

DOCTORAL DISSERTATION
When students have fulfilled the above requirements, they are eligible to prepare a doctoral dissertation—an original and significant piece of research that is conducted and written under the guidance of a faculty committee. The average time from dissertation proposal to oral defense of the completed project is two years.

CRITERIA
We rank creativity, the capacity for independent thinking (demonstrated through work or research), and excellent academic skills high on our list of qualifications. We also consider fit with faculty research interests, and contribution to the diversity of the student community. All students must possess a bachelor’s degree from an accredited college or university and, through previous courses or other means, demonstrate working knowledge of college-level algebra, calculus, and intermediate microeconomics. Accounting and marketing students also must demonstrate proficiency in linear algebra and advanced calculus. An MBA or master’s degree in an allied field may be helpful but is not required. It will not shorten the time in the program. We especially invite applications from qualified students with nontraditional backgrounds, foreign students, women, and members of underrepresented racial and ethnic groups.

APPLYING TO THE PROGRAM
Michigan Ross and the Horace H. Rackham School of Graduate Studies at the University of Michigan jointly administer the application to the PhD program in business administration through a single submission. The application and most of the related credentials are submitted online. As a part of the application, individuals must designate a single area of study from among the seven areas offered by Michigan Ross.

You will find detailed information regarding the application process, our faculty and their research, and our seven academic areas at michiganross. umich. edu/phd.

FINANCIAL AID
Michigan Ross provides merit-based financial aid to all students admitted to our doctoral program. We provide five years of funding, which includes a full tuition waiver, health insurance, and a generous stipend package that combines fellowship funding and a graduate assistantship. We do not require an additional application for financial aid.

Michigan Ross provides assistantships year-round. Students spend three-and-a-half years as a research assistant. These assistantships, which typically require 10-12 hours of work per week, are not just a source of financial assistance; they are the centerpiece of the program’s mentorship philosophy. In addition to research, all students spend at least one term as a graduate student instructor, typically during their third year.

We encourage students to apply for additional external sources of support when available. We also nominate students for University fellowships when they are eligible.

STUDENT PROFILE
NUMBER OF STUDENTS IN PROGRAM: 95
AVERAGE TIME TO COMPLETE THE PhD: Five years
SELECTIVITY: Acceptance rate of about 5%
UNDERGRADUATE MAJORS: Undergraduate majors include business, economics, engineering, English, history, math, political science, psychology, and sociology
ACCEPTED STUDENT PROFILE:
› Age range: 21-38 at enrollment
› Average undergraduate GPA: 3.61
› Minimum TOEFL requirements: 106 iBT, with scores of 26 or higher in each section
› Many have post-graduate business experience

52% HAVE A RELEVANT MASTER’S DEGREE
59% INTERNATIONAL STUDENTS
54% FEMALE STUDENTS

54%
33
32
WE ARE
MICHIGAN ROSS.

MICHIGAN ROSS

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