Handbook for Ph.D. in Business Administration
Department of Management

The Ph.D. degree in Business Administration offered by the Department of Management in the Bryan School of Business and Economics at The University of North Carolina at Greensboro (UNCG) is an innovative research program designed to prepare students for careers as faculty in academic institutions and as professionals in research organizations and government institutions. The Ph.D. in Business Administration is intended for faculty members in business schools who do not have a PhD but are interested in a research-based doctoral degree, and individuals in government or industry who would like to transition to academia and are looking to enroll in a research-based doctoral program. These two groups are usually constrained by time and place and cannot pursue a PhD through the traditional route. The program provides an opportunity for them to achieve their dreams. The primary mission is to prepare graduates to conduct top-quality basic and applied research in international business (IB), organizational behavior (OB) and strategic management (SM). In addition, the program will prepare students to become quality teachers in colleges and universities.

Program Overview

The program is a cohort-based, part-time program. A student in the program is expected to complete the Ph.D. degree in four (4) years. The program requires two and one-half years of course work. There will be two comprehensive examinations at the end of the second year, proposal defense, writing of the dissertation, and the dissertation defense. While the coursework may be customized for each student in consultation with the Ph.D. Program Director, all students will complete the core courses of the program in the first two years. The core coursework includes major courses, field courses (except BUS789) and courses in research methods. Students will select one of the three areas, IB, OB, and SM, to be their major area and another area to be their supporting area. Typical credit-hour requirements are: 12 hours in the major, 12-18 hours of field courses, 15 hours in research methodology, 3-6 hours of supervised directed research in major area, and 12-18 hours of dissertation work. Students are encouraged to engage in “research apprenticeship” during the first two years with a Department faculty member to learn the mechanics of conducting high-quality research. Students are further advised to work closely with Department faculty and the Ph.D. Program Director in order to identify and develop research interests early during the program.

Focus and Topics in Business Administration

The focus of the Ph.D. in Business Administration would be International Business, Organizational Behavior and Strategic Management. Consequently, the topics in the program that would be of research interest for faculty will include, but are not limited to: Theoretical and empirical issues in the broader areas of International Business (Cross-cultural Management,

Admission

This is a part-time program designed for students with a completed master’s degree in a business field or related area with superior performance in graduate course work.

Application to the Graduate School should include the following:

- Completed application form available on-line through Slate: https://gradapply.uncg.edu.
- Non-refundable application fee of $65 (Fee Subject to change)
- Official transcripts from every college and university you have attended. You may send an unofficial transcript followed by the official transcript not less than 30 days prior to the day you enroll.
- Three letters of recommendation (submitted in the Application System) from former professors, employers, or persons well acquainted with the applicant’s academic potential.
- Official GMAT test scores (taken within last 5 years) (GRE score will be calculated based on GMAT conversion formula). Test scores between 6 to 10 years old may be considered. There are no waivers for the GMAT or GRE test scores.
- Applicants with a degree from a college or university outside the United States may also submit a third-party credential evaluation, but it is not required.
- TOEFL scores (for non-native speakers of English with international transcripts) (taken within last 2 years).
- Personal statement. It should be 1-2 pages long and single spaced. In addition, you are encouraged to include a resume. The personal statement should address the following points:
  - your background
  - your goals and motivation for pursuing the Ph.D. degree
  - your research interests and activities
  - reasons for applying to our program

Application Deadline

Currently, admissions are made only for the Fall semester. Deadline to apply for Fall entrance is April 1st. Admission decisions will be made in a timely manner after the deadline.
Department Contacts

For programmatic issues, please contact:

Dr. Aichia Chuang
Business Administration Ph.D. Program Director
Department of Management
Bryan School of Business and Economics, P.O. Box 26170
University of North Carolina Greensboro
Greensboro, NC 27402-6170, USA
Ph: 336.334.5694
Email: BryanPhDBA@uncg.edu

Specific Requirements

The program of study leads to a 60-hour Ph.D. degree in Business Administration. The requirements consist of the following:

A. Research Methods (15 hours)

BUS701 - Doctoral Research Methods I (Quantitative Research Methods) (3)
BUS702 - Doctoral Research Methods II (Qualitative Research Methods) (3)
BUS704 - Doctoral Research Methods IV (Regression Models) (3)
BUS705 - Seminar in Academic Writing and Publishing (3)
Other doctoral-level courses (e.g., Econometric Analysis) as approved by the Ph.D. program Director

B. Major Courses (12 hours)

BUS720 - Seminar in Organization Theory (3)
BUS721 - Seminar in Organizational Behavior (3)
BUS730 - Seminar in International Business Theory (3)
BUS740 - Seminar in Strategic Management I (3)

C. Field Courses (12-18 hours)

BUS722 - Seminar in Organizational Leadership (3)
BUS731 - Seminar in Cross-Cultural Management (3)
BUS741 - Seminar in Strategic Management II (3)
BUS789 - Advanced Topics in Management (3-9)

D. Supervised Directed Research (3-6 hours)

BUS790 - Doctoral Research Independent Study (3-6)

E. Dissertation (12-18)

BUS799 - Dissertation (12-18)
A minimum of 12 hours credit will be devoted to research that culminates in the preparation of the required doctoral dissertation. Upon completion, the dissertation will be defended before a doctoral committee. The defense may be attended by others outside the committee.

F. Supporting Area (9 hours minimum)

With approval of the Ph.D. Program Director, the supporting area must be selected from the courses in the major and field categories in conjunction with BUS 789.

G. Research Apprenticeship

The student has to submit at least one paper for presentation in a major conference in the broader business field to fulfill a graduation requirement.

H. Foreign Language

There is no requirement for a foreign language.

I. Transfer Credit

Nine (9) hours maximum with approval of the Ph.D. Program Director. The transfer credit cannot be used to replace a Major Course or a Field Course (except BUS 789).

J. Comprehensive Examinations

Upon completion of the core coursework, the student will be eligible to sit for comprehensive examinations. There are two comprehensive examinations.

Exam I

This exam will be content based. The exam will be closed book/notes and students will be given up to 4 hours to complete the exam on campus. It will
examine the students on the various topics in their selected major area (IB, OB or SM). Students will be provided with the list of topics to be examined to enable them to prepare for the test.

Exam II

This exam will assess the research readiness of the student. It will build on the courses in the student major area (IB, OB or SM) and the research methodology courses. It will also include current and important readings in leading journals, which may or may not have been included in any of the classes. Students are therefore expected to remain current with the state of research in their major area. This exam has two parts. Part one is a take-home exam where students will be allotted 72 hours (3 days) to complete the exam. It is preferred that the answers be typed using MS Word on a computer. Part two is an oral exam where students will be provided an opportunity to verbally explain their responses to the take-home exam, upon the inquiries of the faculty who grade the take-home exam. The oral exam will be administered online and last for 45-60 minutes. The final grade for Exam II will be based on the student’s responses to both the take-home and the oral exams.

Note 1: Typically, Exam I will be scheduled on a Monday from 9 a.m. to 1 p.m.

Note 2: Typically, the Exam II will be given to the students on a Friday. The exam will be sent electronically to the student by the Department Administrative Associate by 12 noon. The typed answers will be due to the Administrative Associate by email by 12 noon on Monday.

Note 3: Current plans are to administer both exams in the first two weeks of August.

Note 4: Questions are graded by multiple faculty and results are discussed by faculty. The Ph.D. Program Director will communicate the results to the students. If a student fails the exam, he or she may be allowed to retake the exam one more time. The Graduate School policy does not allow the student to retake an exam more than once.

K. Proposal Topic and Final Dissertation Defense

Following the comprehensive examinations, the student will prepare a dissertation proposal that will be defended before a doctoral committee (either online or face-to-face) and the topic must be approved. The defense may be attended by others outside the committee. Upon successful completion of the proposal topic defense, the student must apply for doctoral candidacy. Note: A student may register for dissertation hours only after successful completion of comprehensive exams. The final dissertation defense will take place on campus at UNCG in the presence
of the dissertation committee. The dissertation defense is a public exercise so it may be attended by others outside the dissertation committee.

L. Advisor/Dissertation Committee & Dissertation

The student will be assigned an advisor early in the program. After the student has completed 18 credit hours of coursework, the student will be required to select his/her Supervisor and dissertation committee in consultation with his/her Supervisor. The dissertation committee must have at least four (4) members, including the Supervisor, who will be the Chair of the dissertation Committee. The Chair must be from the Department of Management with expertise in the area of the dissertation research. Students are not permitted to write dissertations in areas where there is no research expertise among members of the faculty. As required by the Graduate School, at least two, including the Chair (Supervisor), must be members of the graduate faculty and no more than one may be an Adjunct graduate faculty member. One member is typically selected from the supporting area of study or someone with specific expertise related to the dissertation topic or research methodology. It is the student’s responsibility to confirm the willingness of each committee member to serve.

M. Announcements

The dates for the Proposal and Dissertation Defense must be discussed and approved by PhD Program Director or Department Head prior to setting final dates. Announcements of the proposal defense and dissertation defense should be made to the Department of Management Faculty at least two weeks in advance. A flier will be prepared for proposal defense and dissertation defense and posted on the Bryan School bulletin boards two weeks in advance. E-mail announcements will be sent out to Department of Management and others as directed by Graduate School. The Department Administrative Associate will prepare these based on information received from the student.

N. Graduate Policies

All students are to carefully go through the graduate policies that contain information such as academic probation and dismissal.

https://catalog.uncg.edu/academic-regulations-policies/graduate-policies/

O. Forms

There are several forms that are required by the UNCG Graduate School and the Department of Management Ph.D. Program. All forms are electronic and the links are shown below.
Ph.D. (Bus. Adm.) Handbook

Note: It is the responsibility of the student to ensure all forms are completed in a timely manner to meet Graduate School and graduation requirements.

A listing of these forms is as follows:

Can be Obtained from Department of Management Office

1. Conflict of Interest Form
2. Student Information Sheet
3. Privacy FERPA Form
4. Plan of Study

Required by UNCG Graduate School

Forms must be completed by student with appropriate signatures:

8. Doctoral Advisory/Dissertation Committee & Plan of Study:
   

9. Doctoral Plan of Study Revision:
   

10. Doctoral Advisory/Dissertation Committee Revision:
    

11. Dissertation Topic Approval:
    

12. Application for Admission to Candidacy:
    

13. Final Oral Exam Schedule:
    

14. Results of Doctoral Preliminary Examinations:

15. Results of Oral Examination in Defense of Thesis/Dissertation:

16. Application for Graduation for Graduate Students
https://grs.uncg.edu/current/graduation-application/

**Business Administration Ph.D. Candidate Student Timeline***

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
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<tbody>
<tr>
<td>Campus Orientation Visit</td>
<td>Department Orientation Session and Registration of classes&lt;br&gt;See Administrative Associate to obtain FERPA Forms</td>
</tr>
<tr>
<td>First Week of Ph.D. Program</td>
<td>Arrange an online meeting with Ph.D. Program Director to plan Program of Study</td>
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<tr>
<td>First Semester of Ph.D. Program</td>
<td>Attend all required UNCG Graduate School orientations (if possible).</td>
</tr>
<tr>
<td>First Year of Ph.D. Program</td>
<td>A Ph.D. Doctoral Advisor will be assigned by Director of Ph.D. Program &amp; Graduate School.</td>
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<tr>
<td>Second Year of Ph.D. Program</td>
<td>By the beginning of the second year and upon completion of at least 18 hours of Ph.D. program courses, submit Ph.D. Doctoral Advisory/Dissertation Committee &amp; Plan of Study form to Ph.D. Program Director and Graduate School.</td>
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<tr>
<td>August before Third Year of Ph.D. Program</td>
<td>Take Written Comprehensive Exams.</td>
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<tr>
<td>After Completion of Comprehensive Exams</td>
<td>Ph.D. program Director Submit Results of Doctoral Comprehensive Exams Form to Graduate School.</td>
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<tr>
<td>After Completion of Proposal Defense and</td>
<td>Submit Admission to Candidacy form to Graduate School</td>
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<tr>
<td>Approval of Dissertation Topic.</td>
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<tr>
<td>Fourth Year of Ph.D. Program and by the</td>
<td>Submit Final Oral Dissertation Defense Schedule Form to Ph.D. Program Director and Dean of Graduate School. Schedule and Hold Final Oral Dissertation</td>
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<tr>
<td>Event</td>
<td>Description</td>
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<tr>
<td>Upon Completion of Final Oral Defense</td>
<td>Submit Results of Oral Exam in Defense of Thesis/Dissertation form to Graduate School</td>
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<tr>
<td>Fourth Year of Ph.D. Program</td>
<td>Submit Certification of Degree Status Form to Graduate School.</td>
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<tr>
<td>Fourth Year of Ph.D. Program.</td>
<td>Complete Degree Audit Check Sheet and Submit to Graduate School.</td>
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<tr>
<td>Fourth Year of Program and End of the First Week of Classes of the Term Student Will Graduate from Ph.D. Program.</td>
<td>Submit Application for Graduation for Graduate Students form to Graduate School.</td>
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* This timeline is subject to change.

Note: You must be registered and pay for at least one semester hour during the time you are taking your Final Oral Dissertation Defense even if this takes place during Summer Session.

**Time Limit for Completion**

According to the regulations of the Graduate School, all requirements for the Ph.D. must be completed within seven (7) academic years from the date of the first enrollment for study following admission to the doctoral program. For transfer students, the seven-year time limit commences during the semester which transfer credit was earned.

**Financial Support**

This is a fee-paying program and financial support is not provided. Local students are encouraged to contact the UNCG Financial Aid Office about how to finance the education.

**Travel**

Financial support for travel to present a paper at a conference may be available to students beginning their third year. Amounts are allotted each year and dependent upon what is available in departmental budgets, type of conference and quality of work. Please note that the fiscal year begins on July 1 and ends on June 30. Approval for travel is obtained by submitting Travel Authorization Expense report to Ph.D. Program Director or Ph.D. Administrative Assistant at least three months in advance of anticipated travel. Ordinarily, support is provided only if student is presenting a paper at a conference. Proper receipts and Travel forms must be returned to Administrative Assistant in a timely manner for prompt payment. Reimbursement payments will be made directly into student account.

**Department Faculty**

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Research Interests</th>
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<tbody>
<tr>
<td>Dr. Brianna Caza (PhD, 2007, University of Michigan, Ann Arbor)</td>
<td>Organizational Psychology, Organizational Behavior (Virtue ethics, Identity, Work relationships, and Positive organizational behavior).</td>
</tr>
<tr>
<td>Dr. Aichia Chuang (PhD, 2001, University of Minnesota).</td>
<td>Organizational Behavior (Leadership, Person-environment fit, Diversity, Cross-cultural management, Service climate and service performance, Creativity, and Multilevel theories and methods).</td>
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<tr>
<td>Dr. Soheil Hooshangi (PhD, 2019,</td>
<td>Strategy, Entrepreneurship, Technological Change</td>
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<tr>
<td>Institution/Program</td>
<td>Faculty/Research Focus</td>
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<tr>
<td>Carnegie Mellon University</td>
<td>(Entrepreneurial decision making, Strategic decision making, Forecasting in strategy,</td>
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<td>entrepreneurship and innovation, Collaboration and group decision making, and Behavioral</td>
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<td>strategy and policy).</td>
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<tr>
<td>Dr. Nir Kshetri (PhD, 2003, University of Rhode Island)</td>
<td>International Business, Innovation Management (Global entrepreneurship, Developing</td>
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<td>economies, Cybersecurity, Artificial intelligence, and Blockchain)</td>
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<tr>
<td>Dr. Yonghong “Tracy” Liu (PhD, 2015, University of</td>
<td>Organizational Behavior, Leadership (Leadership, Interpersonal relationships in teams,</td>
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<td>Miami)</td>
<td>Cross-cultural management, and Research methods).</td>
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<tr>
<td>Dr. Vladislav Maksimov (PhD, 2016, University of Miami)</td>
<td>Strategy, International Business (Paradoxical firm strategies, Entrepreneurial</td>
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<td>approaches in navigating domestic and international environmental uncertainty, Strategies</td>
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<td>promoting poverty alleviation at the bottom of the pyramid, Corporate social responsibility,</td>
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<td>and Catch-up strategies of resource-disadvantaged firms in emerging markets).</td>
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<tr>
<td>Dr. Jason Pierce (PhD, 2011, Indiana University)</td>
<td>Organizational Behavior, Human Resource Management, Social Psychology (Power and</td>
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<td>influence processes, Managerial problem solving, and Causes and consequences of ethical</td>
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<td></td>
<td>decision making).</td>
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<tr>
<td>Dr. Marketa Rickley (PhD, 2015, Boston College)</td>
<td>Strategy, Innovation (International strategy, Strategic human capital, Executive</td>
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<td>allocation in multinational companies, Two-sided matching models, and Online and</td>
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<td>distance education).</td>
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<tr>
<td>Dr. Riikka Sarala (PhD, 2008, Hanken School of</td>
<td>International Business, Strategy (International mergers and acquisitions, Cultural</td>
</tr>
<tr>
<td>Economics, Helsinki, Finland)</td>
<td>differences, MNC knowledge transfer and development, and Ambidextrous innovation).</td>
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<tr>
<td>Dr. Madelynn Stackhouse (PhD, 2017, University of</td>
<td>Industrial Organizational Psychology, Organizational Behavior (Interpersonal</td>
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<tr>
<td>Calgary)</td>
<td>transgressions in the workplace, Leadership and followership, Work implications of</td>
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<td><strong>Ph.D. (Bus. Adm.) Handbook</strong></td>
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<td>morally-imbued personality characteristics, and Cross-cultural management).</td>
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<tr>
<td>Dr. William Tullar (PhD, 1975, University of Rochester).</td>
<td>Industrial/Organizational Psychology, Human Resource Management (Communication richness, Free riders, and Artificial intelligence and Job analysis)</td>
</tr>
<tr>
<td>Dr. Jun “Michelle” Yang (PhD, 2012, State University of New York at Buffalo (SUNY)).</td>
<td>Organizational Behavior, Human Resource Management (Social influence, Dysfunctional leadership, Global context, Social networks, and Ethical decision making).</td>
</tr>
</tbody>
</table>