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,

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)
- BUS750 - 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. Synchronous Session

Optional synchronous sessions will be offered to facilitate student learning. Below has the schedule. For Fall and Spring semesters when two courses are offered simultaneously, for the first-year courses, one course will meet on Tuesday evenings and the other course will meet on Thursday evenings. For the second-year courses, one course will meet on Monday evenings and the other course will meet on Wednesday evenings. For each Fall and Spring course, students will meet every other week. For the summer semester when only one course is offered at a time (one in the first summer session and the other in the second summer session), for the first-year summer courses, they will meet either on Tuesday or Thursday evenings. For the second-year summer courses, they will meet either on Monday or Wednesday evenings. For each Summer course, students will meet every week. The session will run from 8pm EST and last for 1.5 to 2 hours depending on the nature of the course.

H. Research Competency

To demonstrate research competency to fulfill a graduation requirement, the student must meet one of the two requirements described below.

- The student must have a paper officially accepted in a journal on the Chartered Association of Business Schools’ (CABS) Academic Journal Guide or the Australian Business Deans Council (ABDC) Journal Quality List. The paper must fall in the field of general management which includes areas such as entrepreneurship, human resource management, international business, organizational behavior, small business, strategy, and etc. After the paper is accepted, the student must forward the paper and the acceptance letter to the Department Administrative Associate.

- The student must present at least one paper in an academic conference in the management/business field. The list of qualified conferences for this
requirement is provided below. This paper must be a fully developed paper (rather than an abstract or proposal) when it was submitted to the conference. The paper can be of any kind (e.g., empirical, theoretical, and review) and presented in any type of session (e.g., paper presentation, symposium, and poster) as long as it is a full paper (regardless of the length) when it was submitted. However, papers presented in a Professional Development Workshop do not qualify. After the paper is presented, the student must forward the full paper submitted and the conference program with the student’s name on the session where the paper is presented to the Department Administrative Associate. A paper accepted but not presented in the conference is not qualified for this graduation requirement.

The paper used to fulfill either requirement mentioned above must represent work undertaken while the student is enrolled in the PhD program. The paper could be single-authored or multiple-authored. If a paper is multiple-authored by several students in our PhD program, all the multiple-authored students would receive the graduation credit. The students could come from different cohorts. However, the multiple-authored paper cannot be authored by more than 3 students in our PhD program.

The list of qualified conferences includes, but is not limited to, the following. A management/business conference that is not listed below must be approved by the Director of the PhD Program. However, the students are highly encouraged to consider this list. In the case of applying for approval, it is strongly suggested that the application is submitted far ahead to allow the student to look for a substitute conference if needed and at the same time, graduate on time.

- Academy of International Business conference
- Academy of International Business’s Chapters conference
- Academy of Management conference
- Academy of Management specialized conferences
- Administrative Sciences Association of Canada conference
- Africa Academy of Management conference
- American Psychological Association conference
- Asia Academy of Management conference
- Association for Psychological Science conference
- Australian and New Zealand Academy of Management conference
- British Academy of Management conference
- Eastern Academy of Management conference
- Eastern Academy of Management International conference
- European Academy of Management conference
- European Group for Organizational Studies conference
- European International Business Academy conference
- Family Enterprise Research conference
- Iberoamerican Academy of Management conference
- International Association for Chinese Management Research conference
The International Family Enterprise Research Academy (IFERA) conference
Midwest Academy of Management conference
Society for Industrial and Organizational Psychology conference
Society for Personality and Social Psychology conference
Southern Management Association conference
Strategic Management Society conference
Western Academy of Management conference

I. Foreign Language

There is no requirement for a foreign language.

J. Transfer Credit

The following conditions apply to transfer credit to the program:

- All courses offered for transfer must have been taken at an accredited PhD program (credit offered at a non-PhD doctoral program, such as DBA, will not be considered).
- Such work must have been taken within 7 years before the course is scheduled to be offered in our program.
- The student must have earned a grade of B+ (3.3) or better on all courses for the transfer credit.
- The course must be recorded on an official transcript placed on file with The Graduate School.
- The course must be approved by the Director of the Program and the Dean of The Graduate School.
- The transfer course cannot be used to replace a Major Course or a Field Course (except BUS 789).
- Content of the course must cover at least 85% of the content of our course to be transferred.
- A maximum of nine (9) credit hours may be transferred.
- For the conversion between quarter hours and credits, the relevant UNCG Graduate Policy will be followed.

K. 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 take-home part of 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.

**L. 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.

**M. 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, an advisory committee will be formed. After the student has completed and passed all the comprehensive examinations, 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 three, 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.

**N. 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.

**O. 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/](https://catalog.uncg.edu/academic-regulations-policies/graduate-policies/)

**P. 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.
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:

http://go.uncg.edu/grs-forms-pos-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.uncc.edu/enrolled/graduation/

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

<table>
<thead>
<tr>
<th>Event</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Campus Orientation Visit</td>
<td>Department Orientation Session and Registration of classes</td>
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<tr>
<td></td>
<td>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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>August before Third Year of Ph.D. Program</td>
<td>Take Written Comprehensive Exams.</td>
</tr>
<tr>
<td>After Completion of Comprehensive Exams</td>
<td>Ph.D. program Director Submit Results of Doctoral Comprehensive Exams Form to Graduate School.</td>
</tr>
<tr>
<td>After Completion of Proposal Defense and Approval of Dissertation Topic.</td>
<td>Submit Admission to Candidacy form to Graduate School.</td>
</tr>
<tr>
<td>Fourth Year of Ph.D. Program and by the beginning of the Spring Semester</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>Action</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>
</tr>
<tr>
<td>Fourth Year of Ph.D. Program</td>
<td>Submit Certification of Degree Status Form to Graduate School.</td>
</tr>
<tr>
<td>Fourth Year of Ph.D. Program.</td>
<td>Complete Degree Audit Check Sheet and Submit to Graduate School.</td>
</tr>
<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>
</tr>
</tbody>
</table>

* 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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</thead>
<tbody>
<tr>
<td>Dr. Arran Caza (PhD, 2007, University of Michigan, Ann Arbor)</td>
<td>Leadership, Organizational Behavior, Organizational Psychology, International Business (Leadership, Leadership development, Cross-cultural interaction, Managers, Age in organizations, Research methods, Managerial discretion)</td>
</tr>
<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>
</tr>
<tr>
<td>Name</td>
<td>Field</td>
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<tr>
<td>Dr. Soheil Hooshangi</td>
<td>Strategy, Entrepreneurship, Technological Change (Entrepreneurial decision making, Strategic decision making, Forecasting in strategy, entrepreneurship and innovation, Collaboration and group decision making, and Behavioral strategy and policy).</td>
</tr>
<tr>
<td>Dr. Nir Kshetri</td>
<td>International Business, Innovation Management (Global entrepreneurship, Developing economies, Cybersecurity, Artificial intelligence, and Blockchain)</td>
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<tr>
<td>Dr. Yonghong “Tracy” Liu</td>
<td>Organizational Behavior, Leadership (Leadership, Interpersonal relationships in teams, Cross-cultural management, and Research methods).</td>
</tr>
<tr>
<td>Dr. Vladislav Maksimov</td>
<td>Strategy, International Business (Paradoxical firm strategies, Entrepreneurial approaches in navigating domestic and international environmental uncertainty, Strategies promoting poverty alleviation at the bottom of the pyramid, Corporate social responsibility, and Catch-up strategies of resource-disadvantaged firms in emerging markets).</td>
</tr>
<tr>
<td>Dr. Marketa Rickley</td>
<td>Strategy, Innovation (International strategy, Strategic human capital, Executive allocation in multinational companies, Two-sided matching models, and Online and distance education).</td>
</tr>
<tr>
<td>Dr. Riikka Sarala</td>
<td>International Business, Strategy (International mergers and acquisitions, Cultural differences, MNC knowledge transfer and development, and Ambidextrous innovation).</td>
</tr>
<tr>
<td>Dr. Madelynn Stackhouse</td>
<td>Industrial Organizational Psychology, Organizational Behavior (Interpersonal transgressions in the workplace, Leadership and followership, Work implications of morally-imbued personality characteristics, and Cross-cultural management).</td>
</tr>
<tr>
<td>Dr. Vas Taras</td>
<td>Human Resource Management, International Business</td>
</tr>
<tr>
<td>(PhD, 2008, University of Calgary).</td>
<td>(Cross-cultural management, Cross-cultural team/workgroup management and development, Utility analysis of cross-cultural personnel development programs, and Quantitative research methods).</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>