



UNC
GREENSBORO
Bryan School of
Business *and* Economics

Handbook for PhD in Business Administration

Department of Management

2023 Cohort

Bryan School of Business and Economics

UNC Greensboro

May 2023

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 program. A student in the program is expected to complete the Ph.D. degree in five (5) years. The program requires three and one-half years of course work. There will be a comprehensive examination (two parts) in the beginning of the fourth year, proposal defense, writing of the dissertation, and the dissertation defense. It is mandatory that students take two courses per semester so that they complete the core courses of the program in the first three years. The core coursework includes major courses, field courses (except BUS 789) 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 three 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 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, Multinational Enterprises (MNCs) Strategies and Executive Decision Making, Global Alliances, Mergers and Acquisitions, Global Strategy, International Business Theory, International Human Resource Management, etc.); Organizational Behavior (Leadership, Teams, Negotiation, Diversity, etc.); and Strategic Management (Competitive Strategy, Corporate Strategy, Strategic Human Capital, Social Capital/Social Network, International Mergers and Acquisitions, Innovation Management, Strategic Decision Making, Organizational Economics, etc.).

Specific Requirements

The program of study leads to a 54-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)

BUS703 - Doctoral Research Methods III (Applied Research Methods in Business) (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 credit hours 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. Major Area (9 hours minimum)

Students will select one of the three areas, IB, OB, and SM, to be their major area and take at least 9 hours of major area courses from the courses in the major and field categories as well as BUS 789.

G. Synchronous Session

Synchronous sessions will be offered to facilitate student learning. Below is the schedule of course offerings. For the first-year, one course will meet on Tuesday evenings and the other course will meet on Thursday evenings. For the second-year, one course will meet on Monday evenings and the other course will meet on Wednesday evenings. For the third-year, one course will meet on Tuesday evenings and the other course will meet on Thursday evenings. For the Advanced Topics in Management course that will be offered in Fall the fourth year, classes will meet on Wednesday evenings. For the Advanced Topics in Management courses that will be offered in Spring the fourth year, one course will meet on Monday evenings and the other course will meet on Wednesday evenings. All classes will meet every other 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 at least **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 (AJG) List or the Australian Business Deans Council (ABDC) Journal Quality List. The journal must be listed in either list at the time the paper was first submitted. Not all the journals included in these two lists are general management journals. Regardless, the paper itself must fall in the field of general management which includes areas such as entrepreneurship, human resource management, international business, organizational behavior, small business, strategy, etc. Students are encouraged to consult their advisor for what journal to submit the paper to. After the paper is accepted, the student

must forward a copy of 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 (PDW) do not qualify. After the paper is presented, the student must forward a copy of the full paper submitted and the conference program with the student's name on the session where the paper was presented to the Department Administrative Associate. A paper accepted but not presented at 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. A form available in the PhD Canvas Portal is to be filled out to apply for fulfillment of the requirement of Research Competency.

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, students are strongly encouraged to consider this list. In the case of applying for approval to facilitate the student's timely graduation, it is strongly suggested that the application is submitted far ahead of time to allow the student to look for a substitute conference if needed.

- 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
- Southwest Academy of Management conference
- Strategic Management Society conference
- UNCG PhD in Business Administration PhD Conference
- Western Academy of Management conference

I. Residency Requirements

The program requires three campus visits:

- You'll come to campus prior to your first semester to meet your cohort and faculty members, and to learn about the variety of UNCG resources that will be available to you throughout your program.
- You'll return to campus to defend your dissertation proposal.
- Finally, you'll visit UNCG to defend your dissertation.

J. Progress Evaluation and Planning

To ensure that students in this PhD program progress timely in their program, every student is required to fill out a Progress Evaluation and Planning form in consultation with their advisor, advisory committee chair, or dissertation committee chair. This evaluation and planning is conducted annually. Students must submit the completed form to the Department Administrative Associate within two weeks' time after the last date of the final examination's week of each Spring semester. In the Progress Evaluation and Planning form, students are to describe research activities and outputs they are involved in during the evaluation period that serve as evidence of progressing in their PhD program. In addition, they are to describe research activities they plan to conduct or participate during the next evaluation period.

K. Foreign Language

There is no requirement for a foreign language.

L. 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).
- All credit to be transferred must fall within the 7-year time limit for the degree/certificate (i.e., the student's program time clock started at the time the transferred credits were taken in another 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.
- 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 Policies will be followed.

M. Comprehensive Examination

Upon completion of the core coursework, the student will be eligible to sit for a comprehensive exam. The exam will assess the research readiness of the student. There are two parts of the exam: Part 1 is a research proposal written exam and Part 2 is a research proposal oral exam. Both parts will build on the Major/Field courses in the student major area (IB, OB or SM), the Seminar in Organization Theory (BUS 720), and the Research Methods courses. The exam 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 and research methodology.

Part 1

Part 1 is a take-home written exam where students will be allotted several days (e.g., one week) to complete the exam. Typically, the exam will be sent electronically to the students by the Department Administrative Associate. The typed answers will be due to the Administrative Associate by email.

Part 2

Part 2 is an online oral exam where students will verbally present their research proposal written in the Part 1 exam in front of the Comprehensive Exam Area Committee and respond to committee members' questions. The oral exam will be administered online and last for an hour.

Part 1 exam will occur sometime in the beginning of the Fall semester in the 4th year and Part 2 exam may occur soon after the student passes the Part 1 exam. Questions are graded by multiple faculty members. If a student fails the Part 1 or Part 2 exam, he or she may be allowed to retake the exam one more time. The Graduate Policies do not allow the student to retake an exam more than once.

N. Proposal Topic and Final Dissertation Defense

Following the comprehensive examinations, the student will prepare a dissertation proposal that will be defended on campus before a doctoral committee 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 all course requirements, comprehensive exams, and proposal defense have been successfully completed.) In the event of an unsuccessful proposal defense, the dissertation committee will decide when the student can re-take the defense. 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.

O. 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(s) and dissertation committee in consultation with his/her Supervisor(s). The dissertation committee must have at least three (3) members (with a suggested maximum of five), including the Supervisor(s), who will be the Chair or Co-Chairs of the dissertation Committee. The Chair or Co-Chairs must be from the Department of Management with expertise in the area of the dissertation research (i.e., IB, OB or SM). 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 members of the dissertation committee, including the Chair or Co-Chairs (Supervisor(s)), must be members of the graduate faculty and no more than one may be an Adjunct graduate faculty member. One member may be 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.

P. 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.

Q. 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/>

R. 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. Plan of Study
2. Progress Evaluation and Planning:

https://uncg.instructure.com/courses/70127/pages/progress-evaluation-and-planning-form?module_item_id=1688652

Required by UNCG Graduate School

Forms must be completed by student with appropriate signatures:

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

<https://grs.uncg.edu/test/wp-content/uploads/2016/08/RECOMMENDATION-FOR-DOCTORAL-ADVISORY DISSERTATION-COMMITTEE-AND-PLAN-OF-STUDY.pdf>

4. Doctoral Plan of Study Revision:

<http://go.uncg.edu/grs-forms-pos-revision>

5. Doctoral Advisory/Dissertation Committee Revision:

<https://grs.uncg.edu/test/wp-content/uploads/2016/08/Doctoral-Advisory-Dissertation-Committee-Revision.pdf>

6. Dissertation Topic Approval:

<https://grs.uncg.edu/test/wp-content/uploads/2017/07/DissertationTopic.pdf>

7. Application for Admission to Candidacy:

<https://grs.uncg.edu/test/wp-content/uploads/2016/08/Application-for-Admission-to-Candidacy-Doctoral-Candidates-Only.pdf>

8. Final Oral Exam Schedule:

<https://grs.uncg.edu/test/wp-content/uploads/2016/08/Final-Oral-Examination-Schedule.pdf>

9. Results of Doctoral Preliminary Examinations:

<https://grs.uncg.edu/test/wp-content/uploads/2012/02/Results-of-Doctoral-Preliminary-Examinations.pdf>

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

<https://grs.uncg.edu/test/wp-content/uploads/2017/07/oralexam.pdf>

11. Application for Graduation for Graduate Students:

<https://grs.uncg.edu/enrolled/graduation/>

Business Administration Ph.D. Students' Timeline*

Campus Orientation Visit	Department Orientation Session and Registration of classes. See Administrative Associate to obtain FERPA Forms.
First Week of Ph.D. Program	Arrange an online meeting with Ph.D. Program Director to plan Program of Study.
First Semester of Ph.D. Program	Attend all required UNCG Graduate School orientations (if possible).
First Year of Ph.D. Program	A Ph.D. Doctoral Advisor will be assigned by Director of Ph.D. Program & Graduate School.
Second Year of Ph.D. Program	Upon completion of at least 18 hours of

	Ph.D. program courses, submit Ph.D. Doctoral Advisory/Dissertation Committee & Plan of Study form to Ph.D. Program Director and Graduate School.
Fall in Fourth Year of Ph.D. Program	Take Comprehensive Exams.
After Completion of Comprehensive Exams	Ph.D. program Director Submit Results of Doctoral Comprehensive Exam Form to Graduate School.
Fall in Fourth Year of Ph.D. Program	Submit Ph.D. Doctoral Advisory/Dissertation Committee Revision form to Ph.D. Program Director and Graduate School.
Fourth Year of Ph.D. Program	Schedule Proposal Defense and Defend Proposal. Submit Dissertation Proposal Approval form to Graduate School. Begin writing Dissertation.
After Completion of Proposal Defense and Approval of Dissertation Topic.	Submit Admission to Candidacy form to Graduate School.
Fifth Year of Ph.D. Program and by the beginning of the Spring Semester	Submit Final Oral Dissertation Defense Schedule Form to Ph.D. Program Director and Dean of Graduate School. Schedule and Hold Final Oral Dissertation Defense.
Upon Completion of Final Oral Defense	Submit Results of Oral Exam in Defense of Thesis/Dissertation form to Graduate School.
Fifth Year of Ph.D. Program	Submit Certification of Degree Status Form to Graduate School.
Fifth Year of Ph.D. Program.	Complete Degree Audit Check Sheet and Submit to Graduate School.
Fifth Year of Program and End of the First Week of Classes of the Term Student Will Graduate from Ph.D. Program.	Submit Application for Graduation for Graduate Students form to Graduate School.

* 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

While financial support is not provided at the program level, there are several scholarships that are offered by the Graduate School on a competitive basis. 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

Currently, the Department of Management has sixteen (16) world-class tenured/tenure-track faculty who support the Ph.D. program. Faculty teaching and research interests include Cross-Cultural Management, Cybersecurity Management, Decision Making in Organizations, Family Business, Human Resources Management, Global Business, Global Strategy, International Business Theory, International Business Negotiations, Leadership, Organizational Behavior, Strategic Management, Technology and Innovation Management, and etc. The faculty are active researchers and frequently publish research in top-tier journals such as *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Human Relations*, *Human Resource Management*, *Journal of Applied Psychology*, *Journal of Business Ethics*, *Journal of Business Venturing*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Management Studies*, *Management Science*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, and *Strategic Management Journal*. They participate and share their research in regional, national, and international conferences. Faculty and their research interests are listed below. More details can be found on the web site: <https://bryan.uncg.edu/department-of-management-areas-of-expertise/>

Faculty	Research Interests
Dr. Moses Acquaaah (PhD, 2000, University of Wisconsin-Milwaukee)	Strategic Management, International Business, Family Business (Social capital and networking in emerging economies, Competitive strategy in emerging economies, Corporate strategy and performance in emerging economies, Family business and entrepreneurship in emerging economies, Organizational economics, and Innovation management)
Dr. Arran Caza (PhD, 2007, University of Michigan, Ann Arbor)	Leadership, Organizational Behavior, Organizational Psychology, International Business (Leadership, Leadership development, Cross-cultural interaction, Managers, Age in organizations, Research methods, Managerial discretion)
Dr. Brianna Caza (PhD, 2007, University of Michigan, Ann Arbor)	Organizational Psychology, Organizational Behavior (Virtue ethics, Identity, Work relationships, and Positive organizational behavior)
Dr. Aichia Chuang (PhD, 2001, University of Minnesota)	Organizational Behavior (Leadership, Person-environment fit, Diversity, Cross-cultural management, Service climate and service performance, Creativity, and Multilevel theories and methods)
Dr. Soheil Hooshangi (PhD, 2019, Carnegie Mellon University)	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)
Dr. Nir Kshetri (PhD, 2003, University of Rhode Island)	International Business, Innovation Management (Global entrepreneurship, Developing economies, Cybersecurity, Artificial intelligence, and Blockchain)
Dr. Yonghong “Tracy” Liu (PhD, 2015, University of Miami)	Organizational Behavior, Leadership (Leadership, Interpersonal relationships in teams, Cross-cultural management, and Research methods)
Dr. Vladislav Maksimov (PhD, 2016, University of Miami)	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)
Dr. Mark Mallon (PhD, 2017, Old Dominion University)	Strategic Management, International Business (International strategy and national institutions, Emerging markets, and Strategic entrepreneurship)
Dr. Jason Pierce (PhD, 2011, Indiana University)	Organizational Behavior, Human Resource Management, Social Psychology (Power and influence processes, Managerial problem solving, and Causes and consequences of ethical decision)

	making)
Dr. Marketa Rickley (PhD, 2015, Boston College)	Strategy, Innovation (International strategy, Strategic human capital, Executive allocation in multinational companies, Two-sided matching models, and Online and distance education)
Dr. Riikka Sarala (PhD, 2008, Hanken School of Economics, Helsinki, Finland)	International Business, Strategy (International mergers and acquisitions, Cultural differences, MNC knowledge transfer and development, and Ambidextrous innovation)
Dr. Madelynn Stackhouse (PhD, 2017, University of Calgary)	Industrial Organizational Psychology, Organizational Behavior (Interpersonal transgressions in the workplace, Leadership and followership, Work implications of morally-imbued personality characteristics, and Cross-cultural management)
Dr. Vas Taras (PhD, 2008, University of Calgary)	Human Resource Management, International Business (Cross-cultural management, Cross-cultural team/workgroup management and development, Utility analysis of cross-cultural personnel development programs, and Quantitative research methods)
Dr. William Tullar (PhD, 1975, University of Rochester)	Industrial/Organizational Psychology, Human Resource Management (Communication richness, Free riders, and Artificial intelligence and Job analysis)
Dr. Jun “Michelle” Yang (PhD, 2012, State University of New York at Buffalo (SUNY))	Organizational Behavior, Human Resource Management (Social influence, Dysfunctional leadership, Global context, Social networks, and Ethical decision making)