

The Ph.D. Program in Management
- Strategic Management & Organization (SMO) Concentration -
2020-21 GRADUATE STUDENT HANDBOOK



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Business

A. GARY ANDERSON GRADUATE SCHOOL OF MANAGEMENT

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Note: For additional advice and recommendations, please consult your Faculty Advisor.

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1. STATEMENT OF PURPOSE AND OBJECTIVES

The Ph.D. Program in Management at the A. Gary Anderson Graduate School of Management (AGSM) offers the Doctor of Philosophy Degree (Ph.D.). The program aims to train graduate students in the design and execution of original research in management.

Concentrations are offered in five major field areas:

- Accounting
- Finance
- Marketing
- Operations
- Strategic Management and Organizations (SMO)

This Handbook focuses on the Strategic Management and Organizations (SMO) concentration.

The SMO Ph.D. program has the following objectives:

- (a) Impart mastery of the techniques necessary for creative study and research in Management.
- (b) Train students to analyze problems in an independent and critical manner.
- (c) Provide supervision of the student's study and research.
- (d) Require demonstration of the student's ability to originate and conduct research of high quality in the domain of management.

To achieve these objectives, a combination of rigorous coursework and close faculty mentoring of research leading to publication in top academic journals will allow Ph.D. students to develop into independent researchers capable of developing and sustaining on-going programs of research.

1.1 Special Features

There are a number of distinctive features of the Ph.D. Program in Management:

- 1. Cross Disciplinary.** The SMO concentration has a strong cross-disciplinary focus, over and above the multi-program structure of AGSM. It requires Ph.D. students with the SMO concentration to gain a strong disciplinary background in a core supporting area of study, such as Economics, Psychology, Sociology, or Statistics. This requirement produces in-depth knowledge of supporting disciplines that create theoretical and methodological breadth and depth.
- 2. Mentoring Model.** . The relatively small size and uniformly high research activity level of the Management program at AGSM creates a personalized research-active environment ideal for a mentoring model. Ph.D. students are required to attend field colloquia until they pass their dissertation proposal defense and advance to Ph.D. candidacy. The field colloquia consist of presentations by a number of leading scholars, program faculty, and program doctoral students. A central objective of the field colloquia is to integrate the Ph.D. students into the intellectual life of the school. In addition, a required sequence of four field seminars taken in the first two years provide for close one-on-one mentoring. Last, the required first year research paper is a shared commitment between program faculty and doctoral students to generate publishable research co-authored by Ph.D. students, as early as possible during their academic careers.
- 3. Infrastructure.** AGSM has a state-of-the-art research laboratory with 32 connected terminals, and excellent technical support, which is used to experimental research of AGSM faculty and Ph.D. students.
- 4. M.A. Component.** The Ph.D. Program in Management awards students an M.A. degree en route to the Ph.D. A formal M.A. degree, awarded upon successful completion of the comprehensive core/field examination, is a distinguishing feature of the program; it helps to clearly orient the transition of the student from classroom and seminar-based education to the role of independent scholar.

1.2 Relationships with Other Programs

Specific important relationships of the Ph.D. program to existing programs on campus are summarized below.

Economics (Microeconomics). The Ph.D. Program in Management is related to the university's Ph.D. program in economics. In particular, microeconomic theory plays a critical role in explaining competitive strategy and consumer behavior. Game Theory, which is critical to microeconomic theory, also has numerous applications in strategic management because it focuses on market and non-market cooperation and competition. And of course, many theories of consumer demand are based on micro-economic theories, since that is a central feature of the economic paradigm, i.e., the study of markets (both the demand and supply sides).

Economics (Econometrics). Interest in management remains high at both AGSM and other departments across the UCR campus. Specifically, the business discipline of Management has close academic ties to the field of Economics and Econometrics, the Ph.D. program leverages UCR faculty resources in these departments. Within Economics, Econometrics is concerned with the combination of economic and computer techniques in the analysis of economics and business problems such as forecasting, demand and cost analysis, model building, and testing empirical applications of theories. The Ph.D. Program in Management complements and provides the opportunity for inter-programmatic collaboration between faculty and graduate students in Economics and SMO.

Psychology. The discipline of psychology provides theoretical and methodological support for organizational behavior research. Within the UCR psychology department, the areas of social/personality, quantitative psychology, cognitive psychology, and systems neuroscience provide significant opportunities for collaboration between psychology faculty and Ph.D. Program in Management graduate students. Coursework in statistical inference, multiple regression, experimental design, and psychometrics provides the fundamental research core sequence for organizational behavior students in SMO. Behavioral graduate students in SMO will benefit considerably from interaction with UCR psychology faculty in the social/personality and cognitive psychology areas, as the UCR psychology department has significant expertise in social perception and cognition, emotional regulation, nonverbal interaction, personality assessment and prediction of performance, group interaction, categorization, and memory.

Sociology. The discipline of sociology provides the theoretical underpinning for organization theory, including theories of social control and authority. The UCR graduate sociology program includes a specialization in the sociology of organizations and institutions, offering students an integrated view of macro-societal processes with a global reach. The program enables students to appreciate the constraints imposed on the rationality of organizational behavior by the power, values, and cognitive expectations of organizational actors, as well as the interdependent role of institutional and organizational processes. These theories form much of the foundation on which management theorists and practitioners understand and design organizations for optimal performance.

Statistics. The discipline of statistics provides the theoretical foundations and methods for the empirical work across most areas in strategic management and organizations. For example, behavioral research in management draws heavily on experimental design and several statistical techniques, such as linear models, multivariate analysis, and structural equation models with latent variables. Similar techniques are used in the field of strategic management and organizations. Last, statistical methodology for data mining holds considerable relevance for problems in Management.

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2. PROGRAM OUTLINE

AGSM expects each of its graduate students to complete doctoral students in no more than 5 years. These may be roughly divided into three parts:

1. Beginning research with supervision, core curriculum, and teaching.
2. Continuing research, qualifying examinations, and advancement to candidacy.
3. Final research including data collection and write up, and defense of the dissertation.

2.1 Research

Research is an integral part of the entire Ph.D. program; it must not be overshadowed by the course requirements in Years 1 and 2. All students are required to begin research in Year 1 (i.e., first year research paper) and are expected to be engaged in research throughout the program culminating in the dissertation research.

2.2 Course Work

Details under “3. Graduate Requirements.”

2.3 Teaching Experience

Students are requested to serve as TAs for 1-2 quarters each year starting with Year 2. They work with faculty members in the undergraduate classes by reading and grading assignments, preparing examinations, and conducting laboratory sessions. Regulations governing the responsibilities of the TA appear separately. The TADP of the Graduate School manages the formal training of TAs during the first quarter of their teaching.

Students are usually not assigned TA duties during Year 1. Students supported by fellowships are not assigned TA duties until they terminate their fellowship.

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3. GRADUATE REQUIREMENTS

3.1. Undergraduate Preparation and Admission Requirements

Applicants will be expected to have completed a bachelor's degree at a four-year accredited college or university and to have attained an undergraduate academic record that satisfies the standards established by the Graduate Division, University of California, Riverside. In addition to the following requirements, all applicants must meet the general requirements as set forth in the Graduate Studies section of the General Catalog.

A prior business degree is not a requirement. However, if a student has no previous business coursework, he/she must consult with the Graduate Advisor about whether any coursework in the major field area will be necessary.

3.2. Foreign Language Requirement

There is no foreign language requirement, but students who wish to TA must pass an English language proficiency exam. Students are expected to communicate their research findings in English in written and oral presentations.

3.3. Unit Requirements

For the M.A. degree, 36 quarter units of graduate-level coursework are required, plus successful completion of the comprehensive examination at least at the M.A. level. Students must be in residence for 3 quarters. The M.A. Degree requires the approval of the Graduate Advisor and is only available to doctoral students who are not continuing in the Ph.D. program. UCR will not award M.A. degrees to students already possessing an M.A. in Management.

For the Ph.D. degree, students must satisfy all requirements for the M.A. degree, complete their Ph.D. course requirements, fulfill the university residency requirement, and pass the Ph.D. qualifying exam, and successfully defend their dissertation.

3.3.1. Required and Recommended Courses and Required Research Paper

Required and elective courses fall under the following categories, and with the exception of the Field Colloquium, can be completed in the first two years of the program. However, because of scheduling considerations or in order to free up additional time for independent research, it may be desirable for a student to shift some elective and/or basic discipline courses to the third year.

- **Required Research Methods Courses** (5 courses)
- **Required Field Seminars** (4 seminars)
- **Basic Discipline Courses** (3 courses)
- **Electives** (4 courses)
- **Field Colloquium** (required until the student advances to Ph.D. candidacy)
- **First Year Research Paper**
- **Professional Development Course**

This program consists of a total of 16 quarter courses (17.75 quarter courses if the seven quarters of the field colloquium taken until the student advances to candidacy are included).

Each of these requirements is detailed below.

3.3.1.1. Required Research Methods Courses (5 courses)

The required research methods courses are intended to provide the student with a strong foundation in research methodology. Students who wish to have courses waived must first obtain the approval of the Graduate Advisor and then the Graduate Dean.

Students typically takes one or two courses covering traditional statistical methods, and two or three courses covering more advanced topics, such as multivariate methods or econometrics. Students who are interested in econometrics should be encouraged to take the entire core econometrics sequence (ECON 205A/B/C); they are expected to maintain the same B- average sequence requirement imposed by the Economics department on its own graduate students.

In consultation with his/her Graduate Advisor, students in the SMO Concentration are required to select five courses from among:

ECON 205A	Econometric Methods I	STAT 200A	Statistical Data Mining
ECON 205B	Econometric Methods II	STAT 200B	Statistical Data Mining
ECON 205C	Econometric Methods III Empirical	STAT 209A	Advanced Design and Analysis of Experiments
ECON 244	Research Methods	STAT 209B	Advanced Design and Analysis of Experiments
		STAT 220A	Multivariate Analysis
		STAT 220B	Multivariate Analysis
		STAT 230	Sampling Theory
PSYC 211	Statistical Inference		
PSYC 212	Multiple Regression and Correlation Analysis		
PSYC 213	Experimental Design and Analysis of Variance		
PSYC 243	Multivariate Statistics		
PSYC 259	Topics in Quantitative Methods		
SOC 201A	Research Perspectives: Quantitative Methods		
SOC 201B	Research Perspectives: Qualitative Methods		
SOC 203A	Descriptive and Multivariate Statistics		
SOC 205	Categorical and Survival Data Analysis		
SOC 203B	Multi-equation and Measurement models		

3.3.1.2. Required Field Seminars (4 seminars)

Ph.D. students are required to complete a set of four field seminars in SMO. The research interests of faculty members will influence who would teach a particular seminar.

MGT 289A	Micro Organizational Theory
MGT 289B	Macro Organizational Theory
MGT 289C	Strategic Management
MGT 289D	Designing Organizational Theory

3.3.1.3. Basic Discipline Courses (3 courses)

It is important that Ph.D. students develop a deep understanding of a basic discipline related to their major field area. Thus, students are required to complete three graduate-level courses from a department outside of AGSM (200 level or higher). While it is most likely that the outside department would be Economics, Psychology, Sociology, or Statistics, other departments such as Computer Science, Industrial Engineering, or Political Science might also be appropriate for a given student. This leaves four elective courses for students to choose.

Courses eligible for the basic discipline course requirement include:

- any of the research methods courses not taken to meet the research methods requirement,
- any of the courses listed as an approved elective, or
- any other graduate-level course or independent study approved by the Graduate Advisor.

3.3.1.4. Electives (4 courses)

Four additional graduate-level elective courses are required. Courses eligible as electives include:

- any of the research methods courses not taken to meet the research methods requirement,
- field Seminar in a different concentration area of the Ph.D. Program in Management, or
- any other graduate level course or independent study approved by the Graduate Advisor.

3.3.1.5. Field Colloquium (required until advancement to the Ph.D. candidacy)

It is essential that Ph.D. students actively participate in the intellectual life of the school. In particular, students are expected to attend research presentations of visiting scholars.

To facilitate this, field colloquia (MGT 285) will be offered each quarter. Ph.D. students in SMO are required to take the field colloquium each quarter for course credit until they advance to Ph.D. candidacy; they are strongly encouraged to continue attending these seminars thereafter. MGT 285 does not count as an elective.

The field colloquia are distinct from the required field seminars offered within each major field area. The field colloquia consist of formal presentations by a number of leading scholars, program faculty, and program doctoral students, as well as informal sessions whereby participants discuss and critique work-in-progress.

3.3.1.6 First Year Research Paper

Ph.D. students must complete an original research paper at a level consistent with the quality of a rigorous Ph.D. program during their first year. The student works with the area faculty to develop the research topic, set expectations, and provide feedback. A committee consisting of the program faculty evaluates the submitted paper. Students whose paper is deemed sub-standard by the area faculty may be terminated from the Ph.D. program. This evaluation provides an important input to the review of the student's progress. The student is expected to formally present their First Year Research Paper in the Field Colloquium during their second year in the program.

3.3.1.7 Professional Development Course

In order to ensure that doctoral students are prepared to enter future careers as researchers and are able to communicate their work to other researchers, students are required to take a professional development course (MGT402). MGT 402 does not count as an elective courses.

3.4 Field Examinations: “Comprehensive Examination”

The comprehensive examination serves as both a major field examination, as well as an examination of topics covered in core research courses. Subsequent to the comprehensive examination a committee of the relevant area faculty will issue a grade of passing at the Ph.D. level, passing at the M.A. level, or failing. If, in the first attempt, a student fails the comprehensive examination or passes at the M.A. level, he or she may be allowed to retake the examination. No more than two attempts to pass this exam are allowed. Students who pass only at the M.A. level may be recommended for a Master’s Degree (if they do not already hold an M.A. in Management). The comprehensive exam must be taken no later than the end of the seventh quarter.

3.5 Qualifying Examinations: “Dissertation Proposal Defense”

When all requirements are completed, students take their oral qualifying exam, which is a defense of the dissertation proposal. Conducted by the Ph.D. Qualifying Committee, the exam is based upon the student’s dissertation proposal, and includes a broad inquiry into the student’s preparedness to conduct research and provides an opportunity to discuss the proposed dissertation. After completing the oral qualifying examination and all course requirements successfully, the student is formally advanced to candidacy.

3.6 Final Examination: “Dissertation Defense”

A candidate for the degree of Ph.D. may be asked to defend his or her dissertation in a public, oral presentation at a time announced to members of the University community. Upon the candidate’s successful defense of the dissertation, the Ph.D. Dissertation Committee will make a recommendation to the Graduate Division that the Ph.D. degree be conferred.

3.7. Dissertation

The dissertation culminates the student’s academic endeavors. Of substantial magnitude, the dissertation should make a significant contribution to the advancement of knowledge in the chosen field of study. The dissertation must be filed with the Graduate Division according to their formatting requirements.

3.8 Relationship of Master's and Doctor's Programs

Students are admitted into the Ph.D. program. An M.A. degree may be earned en route to the Ph.D., but students are not directly admitted into the M.A. program. Students who pass the comprehensive examination at the Ph.D. level will be permitted to continue with the Ph.D. program. Students who pass the comprehensive examination at the M.A. level will be recommended for a Master's Degree, and will not be permitted to continue with the Ph.D. program.

Also, please note that students are admitted into the Ph.D. program, and not the existing AGSM MBA program which is distinct from the M.A. degree. It is not possible to earn an MBA degree as part of the Ph.D. program. Students in the AGSM MBA program who wish to join the Ph.D. program must go through the regular application procedure.

3.9 Special Preparation for Careers in Teaching

Unless a student has two years teaching or teaching assistant (TA) experience at another institution, a student who will serve as a TA is required to complete an orientation and training with the TADP in the Graduate Division. It is recommended that this requirement be completed in the Fall and Winter quarters of the second year. Credit for this training will be awarded as part of the requirements of MGT 302.

3.10 Sample Program

Students in SMO will further specialize within this major field according to their substantive interests and backgrounds. Combined with the student's choices of Research Methods, Basic Discipline, and Elective courses, no two students will likely have exactly the same program of study. Having said this, there are some commonalities in that all coursework required to prepare the student for the comprehensive examination should be completed in two to three years.

As SMO can be further subdivided into sub-disciplines, a student's program of study can be tailored according to that aspect of SMO that they wish to emphasize. For example, students might emphasize economics, entrepreneurship, organizational behavior, or organizational theory. Thus, a student's research methods courses, basic discipline courses, and electives would depend upon their area of emphasis within their major field area.

A generic sample program is shown in Table 1a. Tables 1b and 1c show sample programs for SMO Ph.D. students who wish to emphasize strategy and organizational behavior. The sample program in Table 1b explicitly lists a five-year program that would be typical of a student whose dissertation required an extensive period of archival data collection, or a longitudinal field survey. The other sample programs reflect the possibility of completing the Ph.D. program in four or five years.

TABLE 1A

Generic Sample Program for the Interdepartmental Graduate Program in Management*

	Fall Quarter	Winter Quarter	Spring Quarter	Summer Quarter
Pre-Candidacy Coursework	FIRST YEAR			
	Field Seminar	Field Seminar	Methods Course	Complete first year research paper.
	Methods Course	Methods Course	Elective	
	Basic Discipline	Basic Discipline	Elective	
	Basic Discipline	Field Colloquium	Field Colloquium	
	SECOND YEAR			
	Field Seminar	Field Seminar	Elective	Prepare dissertation proposal.
	Methods Course	Methods Course	Field Colloquium	
Basic Discipline	Elective	MGT 297 Directed Research		
Field Colloquium	Field Colloquium	Comprehensive Examination		
Post-Candidacy Dissertation Research	THIRD YEAR			
	Field Colloquium	MGT 299 Dissertation	MGT 299 Dissertation	
	MGT 297 Directed Research			
	Dissertation Proposal Defense			
	FOURTH YEAR*			
MGT 299 Dissertation	MGT 299 Dissertation	MGT 299 Dissertation		

* If a fifth year is needed, the sample program would incorporate additional dissertation hours.

TABLE 1B

Sample Program for an SMO Ph.D. Student in Strategy

	Fall Quarter	Winter Quarter	Spring Quarter	Summer Quarter
Pre-Candidacy Coursework	FIRST YEAR			
	MGT289 A Organization Behavior	MGT289 B Organization Theory	MGT286K Special Research Topics	Complete first year research paper.
	Econ 205 A Econometric Methods I	Econ 205 B Econometric Methods II	Econ 205 C Econometric Methods III	
	Econ 202 B Topics in Economic Theory: Applications	SOC 202 A History of Sociological Theory	PSYC 226 Social Psychology	
	MGT287F Field Colloquium	MGT287 F Field Colloquium	MGT287F Field Colloquium	
	SECOND YEAR			
	MGT289 C S Strategic Management	MGT289 D Research Design	MGT286 L Special Research Topics	Prepare dissertation proposal.
	PSYC 211 Statistical Inference	PSYC 212 Regression and Correlation	MGT287F Field Colloquium	
	SOC 245: Large-scale organizations	Independent Study in Strategic Management Theories	Comprehensive Examination	
	MGT287F Field Colloquium	MGT287F Field Colloquium		
Post-Candidacy Dissertation Research	THIRD YEAR			
	MGT287F Field Colloquium	MGT299 Dissertation	MGT299 Dissertation	Extensive data collection effort.
	Dissertation Proposal Defense			
	FOURTH YEAR			
	MGT 299 Dissertation	MGT 299 Dissertation	MGT 299 Dissertation	Extensive data collection effort.
	FIFTH YEAR			
MGT 299 Dissertation	MGT 299 Dissertation	MGT 299 Dissertation	Job interviews at August Academy of Management Meetings	
Fly-outs for invited job talks.	Fly-outs for invited job talks.			

TABLE 1C

Sample Program for an SMO Ph.D. Student in Organizational Behavior

	Fall Quarter	Winter Quarter	Spring Quarter	Summer Quarter
Pre-Candidacy Coursework	FIRST YEAR			
	MGT289 A Organization Behavior	MGT289 B Organization Theory	MGT286EK Special Research Topics	Complete first year research paper.
	PSYC211 Statistical Inference	PSYC 213 Experimental Design	PSYC 212 Regression and Correlation	
	PSYC255 Seminar in Social Psychology	PSYC 227 Research Methods in Social Psychology	PSYC 226 Social Psychology	
	MGT287F Field Colloquium	MGT287F Field Colloquium	MGT287F Field Colloquium	
	SECOND YEAR			
	MGT288C Strategic Management	MGT289 D Research Design	MGT286 L Special Research Topics	Prepare dissertation proposal.
	PSYC 243 Multivariate Statistics	SOC201B Qualitative Methods	MGT287F Field Colloquium	
	SOC 245 Large-scale organizations	SOC 255 Topics in Large-Scale Organizations	MGT 297 Directed Research	
	MGT287F Field Colloquium	MGT287F Field Colloquium	Comprehensive Examination	
Post-Candidacy Dissertation Research	THIRD YEAR			
	MGT287F Field Colloquium	MGT299 Dissertation	MGT299 Dissertation	Job interviews at August Academy of Management Meetings
	MGT 297 Directed Research			
	Dissertation Proposal Defense			
	FOURTH YEAR*			
	MGT 299 Dissertation	MGT 299 Dissertation	MGT 299 Dissertation	
Fly-outs for invited job talks.	Fly-outs for invited job talks.			

**Proposed new course offering*

*** If a fifth year is needed, job search would be delayed one year, and sample program would incorporate additional dissertation hours.*



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4. Evaluation

4.1 Grading

The Graduate School requires that the student earns a “B” average or higher to maintain the status of “satisfactory progress.” In courses taken on a satisfactory/No credit (S/NC) basis, an “S” is required.

To qualify for and retain a Teaching Assistantship (TA), a 3.00 GPA is required; for a Research Assistantship (RA), a 3.00 GPA score is required; for a Fellowship, a 3.50 GPA is required.

4.2 Teaching Assistantship Evaluation

Teaching Assistants are evaluated by the students who are enrolled in their section. The Teaching Assistantship Development Program (TADP) records and tabulates these scores, and distributes them to the TA, the TA’s Faculty Advisor, and the Graduate Advisor. Please retains as you may need them when applying for a teaching position.

4.3 Annual Evaluation

As requested by the Graduate School, the departmental faculty evaluates each year each of its graduate students. The steps involved in this evaluation are:

1. Revision of the summary sheet of requirements, and its distribution to the Faculty Advisors.
2. Discussion of the Evaluation Rating Form with the student.
3. Faculty discussion of the progress of each student. Preparation of a draft evaluation letter.
4. Review of the draft evaluation letter by all the faculty members.
5. A final version of the evaluation student form is distributed to the student, student’s Faculty Advisor, and the Graduate School.



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