PhD in Business Administration with Emphasis in Business

About the Doctorate in Business Administration

The PhD program is designed to prepare graduates for careers as effective university researchers and teachers or for senior research positions in business or government. A primary objective of the program is to train PhD candidates to become proficient researchers. Therefore, course work involves research activities such as literature review and critique, theoretical modeling, research design, computer-assisted empirical analysis and preparation of proposals and research papers. Another objective is to train students to become high-quality teachers. PhD candidates are provided the opportunity to teach undergraduate courses in their specialty area. In addition, students are expected to participate in national and regional academic conferences and are encouraged to work with faculty in developing individual research and teaching skills. The PhD in Business Administration offers three concentration areas: Finance (https://business.missouri.edu/programs-and-admissions/phd/academics/business-administration/phd-concentration-finance), Management (https://business.missouri.edu/programs-and-admissions/phd/academics/business-administration/phd-concentration-management) and Marketing. (https://business.missouri.edu/programs-and-admissions/phd/academics/business-administration/phd-concentration-marketing) (Concentrations will not appear on diplomas or transcripts.)

Degree Requirements - all PhD students

1. Before enrolling in concentration area courses, all PhD students in Business Administration must take (or be able to have waived) the below general courses. Students with an MBA typically will have these requirements waived.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCTCY 7310</td>
<td>Accounting for Managers</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 7440</td>
<td>Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>MKTNG 7460</td>
<td>Managerial Marketing</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 7210</td>
<td>Microeconomics for Business</td>
<td>3</td>
</tr>
</tbody>
</table>

And one of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANGMT 7380</td>
<td>Organizational Behavior and Management: The Individual</td>
<td></td>
</tr>
<tr>
<td>MANGMT 7390</td>
<td>Organizational Behavior and Management: Dyadic, Group and Organizational Processes</td>
<td></td>
</tr>
<tr>
<td>MANGMT 7970</td>
<td>Introduction to Strategic Management</td>
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</tbody>
</table>

2. An in-depth major concentration in the area of finance, management (organizational sciences) or marketing (minimum of 15 hours of 8000/9000-level courses).

3. Two support areas of at least nine credit hours each, one of which must be taken outside the School of Business, or one support area of at least 12 credit hours. These supporting areas offer the student considerable latitude in identifying a course of study that can be tailored to the individual’s interests and goals. If two support areas are selected, the student must also satisfy a 12-hour analytical tool requirement; if one support area is selected, the analytical tool requirement is 18 hours.

4. Collateral requirements emphasizing analytical tools (proficiency in a foreign language does not fulfill the collateral requirements). This is a research methods and analyses sequence of at least 12 hours (or at least 18 hours if only one 12 hour support area is chosen), including appropriate courses in economics, mathematics, psychology, sociology, statistics or other areas deemed appropriate by the program committee.

5. An ongoing seminar experience (each semester until successful completion of comprehensive examinations) that acquaints the student with current literature and research in his/her major area of interest. This seminar is in addition to other seminars offered departmentally (4 hours minimum).

6. Dissertation (minimum 12 hours of 9090 credit).

These requirements are independent of one another; courses taken to satisfy one requirement may not be used to satisfy any other requirement. Previous graduate work taken before admission to the PhD program may be used to satisfy these requirements if it is deemed appropriate by the student’s program committee.

Concentration in Finance

The PhD program with a concentration in Finance emphasizes university-level research and teaching skills. The program of study is flexible to meet individual needs and interests, but all students take advanced classes in Finance, Economics, and Statistics. Students are only admitted on a full-time basis and normally work as research or teaching assistants. Students must complete an on-campus interview before any decision can be made regarding their ultimate admission. The GMAT is strongly preferred with the GRE only considered in special circumstances.

Degree Requirements - Finance Concentration

Prerequisites typically needed for Finance program of study:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECONOM 7351</td>
<td>Intermediate Microeconomics</td>
<td>3</td>
</tr>
<tr>
<td>MATH 1500</td>
<td>Analytic Geometry and Calculus I</td>
<td>5</td>
</tr>
<tr>
<td>MATH 1700</td>
<td>Calculus II</td>
<td>5</td>
</tr>
<tr>
<td>STAT 2500</td>
<td>Introduction to Probability and Statistics I</td>
<td>3</td>
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</tbody>
</table>

Required courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANC 9100</td>
<td>Seminar in Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 9200</td>
<td>Research in Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 9300</td>
<td>Financial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 9400</td>
<td>Seminar in Investment Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 9001</td>
<td>Advanced Topics in Finance</td>
<td>3</td>
</tr>
<tr>
<td>FINANC 9101</td>
<td>Topics Seminar in Finance (taken for 1 credit hour each semester while taking other course work)</td>
<td>1-3</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>ECONOM 7370</td>
<td>Quantitative Economics</td>
<td>3</td>
</tr>
<tr>
<td>ECONOM 8451</td>
<td>Microeconomic Theory</td>
<td>3</td>
</tr>
<tr>
<td>ECONOM 8472</td>
<td>Econometric Methods I</td>
<td>3</td>
</tr>
<tr>
<td>ECONOM 9473</td>
<td>Econometric Theory II</td>
<td>3</td>
</tr>
<tr>
<td>ECONOM 9452</td>
<td>Advanced Microeconomic Theory II</td>
<td>3</td>
</tr>
<tr>
<td>STAT 7510</td>
<td>Applied Statistical Models I</td>
<td>3</td>
</tr>
<tr>
<td>or MATH 7140</td>
<td>Matrix Theory</td>
<td>3</td>
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</tbody>
</table>
Support Areas - Finance Concentration

PhD students must complete either two 9-hour Support Areas or one 12-hour Support Area to complement advanced training in Finance. Successful completion of a Support Area may require a written examination covering course work applied to the Support Area. At least one Support Area must come from outside the College of Business. Most students choose Support Areas in Microeconomics and Statistics resembling the following examples:

Example support area in Microeconomics:
ECONOM 7370 Quantitative Economics 3
ECONOM 8451 Microeconomic Theory 3
ECONOM 9452 AdvancedMicroeconomic Theory II 3

Example support area in Statistics:
STAT 7750 Introduction to Probability Theory 3
STAT 7760 Statistical Inference 3

Collateral Area - Finance Concentration

PhD students must complete a 12-hour Collateral Area (if completing two 9-hour Support Areas) or an 18-hour Collateral Area (if completing one 12-hour Support Area) selected in cooperation with a student's program committee. Coursework applied to a Support Area cannot be applied to a Collateral Area. Recommended is a Collateral Area in Accounting, Econometrics, Economics, Mathematics, Statistics, or Corporate Law. The purpose of the collateral area for finance students is to provide them with the necessary quantitative skills to undertake original empirical research. Some representative examples include:

Example collateral area in Microeconomics:
ECONOM 8472 Econometric Methods I 3
ECONOM 9473 Econometric Theory II 3
ECONOM 9476 Advanced Topics in Econometrics II 3

Example collateral area in Economics:
ECONOM 8451 Microeconomic Theory 3
ECONOM 9452 Advanced Microeconomic Theory II 3

Example collateral area in Corporate Law:
LAW 5395 Business Organizations 1-4
LAW 5365 Bankruptcy 1-3
LAW 5470 Criminal Clinic 1-5

Example collateral area in Statistics:
STAT 7210 Applied Nonparametric Methods 3
STAT 7750 Introduction to Probability Theory 3
STAT 7760 Statistical Inference 3
STAT 7850 Introduction to Stochastic Processes 3

Concentration in Management

PhD students with a concentration in Management emphasize university level research and teaching skills. The program of study is flexible to allow students to focus on their personal interests. The program includes a business core of at least 15 hours, at least 15 hours of doctoral seminars in management, one 12-hour or two 9-hour support areas, and a minimum of 12 hours in research methods and statistics (18 hours with one 12-hour support area). Students typically work as research or teaching assistants. The PhD program in management is designed to provide students with a sound foundation for a productive career as an academic at a research-oriented university.

The Department of Management welcomes applications for entry into the PhD program for the fall semester (beginning in August). The application deadline for full consideration is February 1, but applications that arrive after that date may be considered.

All doctoral students in the School of Business must take (or be able to waive) the following courses: A student with an MBA will typically have these requirements waived.

Degree Requirements - Management Concentration

Management Seminars

PhD students in the management track are required to take four core seminars, and 3 credits of additional seminars that will be offered to match the needs and interests of current students. The four core seminars are:

MANGMT 9030 Seminar in Macro Organizational Behavior 3
MANGMT 9040 Seminar in Human Resource Management 3
MANGMT 9080 Seminar in Entrepreneurship 3
MANGMT 9060 Seminar in Corporate Strategy 3

While pursuing required course work, all students participate in MANGMT 9101 Topics Seminar in Management (1 hour per semester), which is taken on a Pass/Fail basis.

Support Areas - Management Concentration

PhD students must complete either two 9-hour Support Areas or one 12-hour Support Area. Support Areas are tailored to the research and teaching goals of the PhD candidate. Programs are highly individualized to reflect student interests and desired focus. The combination of courses in any Support Area and in the concentration core is flexible, with numerous combinations possible. Program design is subject to the approval of the student's program committee. Typical Support Areas include psychology, economics, research methods and statistics, career development, sociology, marketing, and communication. Listed below are examples of Support Areas that could be selected:

Example area I: Psychology:
PSYCH 8610 Motivation 3
PSYCH 8620 Personality Psychology 3
ESC_PS 7200 Positive Psychology 3
PSYCH 9350 Studies in Social Psychology 1-99

Example area II: Economics
AAE 8050 Economics of Institutions and Organizations 3
AAE 9001 Advanced Topics in Economics II 3
FINANC 9001 Advanced Topics in Finance 3
ECONOM 7355 Industrial Organization and Competitive Strategy 3
ECONOM 8451 Microeconomic Theory 3

Example Area III: Research Methods and Statistics:
MRKTNG 9010 Introduction to Research Methods in Marketing 1-3
PSYCH 8710 General Linear Models in Psychology I 4
Concentration
Sample Plan of Study - Management
minimum of 12 credit hours of dissertation, typically in their last two years in the program. We require a

Students enroll in PhD Thesis Credit (MANGMT 9090) applied to a Support Area cannot be applied to a Collateral Area.

courses include those listed above in Support Area III. Coursework and techniques necessary for conducting empirical research. Sample

a student's program committee, will provide students with the tools
and

12-hour Support Area). These courses, selected in cooperation with

PhD students must complete a 12-hour RM&A Area (if completing two

Management Concentration
Research Methods & Analysis (RM&A) Area - Management Concentration
PhD students must complete a 12-hour RM&A Area (if completing two

9-hour Support Areas) or an 18-hour RM&A Area (if completing one

12-hour Support Area). These courses, selected in cooperation with

a student's program committee, will provide students with the tools and techniques necessary for conducting empirical research. Sample

courses include those listed above in Support Area III. Coursework applied to a Support Area cannot be applied to a Collateral Area.

PhD Thesis Credit (MANGMT 9090)
Students enroll in MANGMT 9090 while they are working on their dissertation, typically in their last two years in the program. We require a minimum of 12 credit hours of MANGMT 9090.

Sample Plan of Study - Management Concentration

First Year Plan of Study - Management Concentration
Fall
MANGMT Seminar 3 MANGMT Seminar 3 Support Area Course #2 3
Research Methods #1 3 Research Methods #3 3
Research Methods #2 3 Support Area Course #1 3
MANGMT 9101 1 MANGMT 9101 1

CR Spring CR Summer CR

10 10 3

Total Credits: 49

By the numbers
Academic Year Enrollment Graduated Placed
2010-2011 9 1 1
2011-2012 10 2 2
2012-2013 8 3 3
2013-2014 8 1 1
2014-2015 9 0 0
2015-2016 9 3 3
2016-2017 6 2 2

Concentration in Marketing
Students with an interest in behavioral, strategic, or methodological issues marketing are a great fit for this program. It emphasizes the development of research and teaching skills needed to pursue career placement at a research-oriented university. The program is flexible to meet individual needs and interests and graduates annually well-situated professionals prepared for the market. In addition, the program offers small class sizes, a set of doctoral specific seminars, and a collaborative environment. Students develop research skills by working with faculty on research projects and from faculty mentoring. Students also gain valuable experience by teaching undergraduate courses.

Degree Requirements - Marketing Concentration
Prerequisites typically needed for Marketing Concentration
STAT 1400 Elementary Statistics for Life Sciences 3
MATH 1400 Calculus for Social and Life Sciences I 3

Required courses:
MRKTNG 9010 Introduction to Research Methods in Marketing 1-3
MRKTNG 9020 Seminar in Advanced Research Methods in Marketing 3
MRKTNG 9030 Seminar in Applied Multivariate Analysis in Marketing 1-3
MRKTNG 9210 Seminar in Marketing Strategy 3
MRKTNG 9220 Seminar Marketing Models 3
MRKTNG 9230 Seminar in Consumer Behavior 3

Electives (minimum of 3 credits):
MRKTNG 9185 Doctoral Independent Study in Marketing 3
Support Areas - Marketing Concentration

PhD students must complete either two 9-hour Support Areas or one 12-hour Support Area. Support Areas should be selected to provide depth in theory and research appropriate for the particular research interests of the student. Typical Support Areas for students concentrating in marketing are social psychology, organizational behavior, economics, and statistics, but other areas may be appropriate. Below are examples:

Example support area in Psychology/Social Psychology:
- PSYCH 8610: Motivation 3
- PSYCH 9310: Theories of Social Psychology 3
- PSYCH 9080: Seminar in Social Psychology 1

Example support area in Organizational Behavior:
- MANGMT 9087: Seminar in Management (Human Resource Management) 1-99
- MANGMT 9087: Seminar in Management (Organizational Behavior I) 1-99
- MANGMT 9087: Seminar in Management (Organizational Behavior II) 1-99
- MANGMT 9087: Seminar in Management (Strategic Management I) 1-99
- MANGMT 9087: Seminar in Management (Organizational Theory) 1-99

Example support area in Economics:
- ECONOM 7340: Introduction to Game Theory 3
- ECONOM 7351: Intermediate Microeconomics 3
- ECONOM 8451: Microeconomic Theory 3
- ECONOM 8472: Econometric Methods I 3
- ECONOM 9452: Advanced Microeconomic Theory II 3
- ECONOM 9471: Advanced Game Theory 3
- ECONOM 9473: Econometric Theory II 3

Example support area in Statistics:
- STAT 7530: Analysis of Variance 3
- STAT 7750: Introduction to Probability Theory 3
- STAT 7760: Statistical Inference 3
- STAT 7830: Categorical Data Analysis 3
- STAT 7850: Introduction to Stochastic Processes 3
- STAT 8640: Bayesian Analysis I 3
- STAT 9710: Advanced Mathematical Statistics I 3
- STAT 9720: Advanced Mathematical Statistics II 3
- ECONOM 8472: Econometric Methods I 3
- ECONOM 9473: Econometric Theory II 3

Analytical Tools - Marketing Concentration

Courses in research methods and statistics are required to provide each doctoral student with a sound foundation in research skills. Two marketing seminars that focus on research methods are required, with additional courses chosen as appropriate for the student’s specific research emphasis. This includes a minimum of 12 hours for students with two support areas, or 18 hours for students with one support area. Students often take additional analytical tool courses to further develop the depth of knowledge in tools required for their specific research interests. Coursework in multiple regression, analysis of variance, and multivariate statistics is required.

Example analytical tools courses:
- MRKTNG 9010: Introduction to Research Methods in Marketing 1-3
- MRKTNG 9030: Seminar in Applied Multivariate Analysis in Marketing 1-3
- ECONOM 7340: Introduction to Game Theory 3
- ECONOM 7351: Intermediate Microeconomics 3
- ECONOM 8472: Econometric Methods I 3
- ECONOM 9473: Econometric Theory II 3
- PSYCH 8710: General Linear Models in Psychology I 4
- PSYCH 8720: General Linear Models in Psychology II 4
- PSYCH 9320: Social Psychology Methodology 3
- PSYCH 9330: Field Research Methods 3
- PSYCH 9520: Psychometrics 3
- PSYCH 9710: Multivariate Statistics in Psychology 3
- SOCIOL 7120: Social Statistics 3
- SOCIOL 8130: Advanced Social Statistics 3
- SOCIOL 8120: The Logic of Social Research 3
- SOCIOL 9287: Seminar in Qualitative Methods in Sociology 3
- STAT 7210: Applied Nonparametric Methods 3
- STAT 7310: Sampling Techniques 3
- STAT 7510: Applied Statistical Models I 3
- STAT 7530: Analysis of Variance 3
- STAT 7540: Experimental Design 3
- STAT 7750: Introduction to Probability Theory 3
- STAT 7760: Statistical Inference 3
- STAT 7830: Categorical Data Analysis 3
- STAT 7850: Introduction to Stochastic Processes 3
- STAT 8640: Bayesian Analysis I 3
- STAT 9710: Advanced Mathematical Statistics I 3
- STAT 9720: Advanced Mathematical Statistics II 3

Marketing PhD Seminars

- MRKTNG 9010: Introduction to Research Methods in Marketing 1-3
- MRKTNG 9020: Seminar in Advanced Research Methods in Marketing 1-3
- MRKTNG 9030: Seminar in Applied Multivariate Analysis in Marketing 1-3
- MRKTNG 9210: Seminar in Marketing Strategy 1-3
- MRKTNG 9220: Seminar in Marketing Models 1-3
- MRKTNG 9230: Seminar in Consumer Behavior 1-3

All Concentrations

Qualifying Process

Program Committee

During the first semester of course work, the PhD Coordinator, a member of the doctoral faculty from the major area of study (finance, management or marketing), serves as the student’s faculty advisor.

By the end of the first year of course work, a student should make formal application for the doctoral degree and, after consultation with faculty,
request appointment of a Doctoral Program Committee. This committee consists of at least three members from the student’s major area of study and at least one member from a supporting area of study.

The Doctoral Program Committee conducts the qualifying examination and works with the student to design a plan of study.

**Residency Requirement**

In compliance with University regulations, the doctor of philosophy degree requires the completion of 72 semester hours of graduate work beyond the baccalaureate degree. Within the credit-hour requirement is the residency requirement. To satisfy the residency requirement, a student must complete at least two 9-hour semesters or three 6-hour semesters in an 18-month period at MU. All courses taken to satisfy the residency requirement must be MU courses approved for graduate credit and approved by the student’s doctoral program committee. Correspondence and off-campus courses may not be counted toward the residency requirement. This program is designed for full-time students and requires a minimum 4-year on-campus commitment.

**Qualifying Examination and First-Year Project**

Every marketing doctoral student is required to pass the qualifying exam consisting of two major components. The first component is a comprehensive evaluation of overall performance in coursework and RA assignments and participation in formal and informal doctoral program elements. The second component is a first-year project addressing a scholarly research topic in marketing consisting of three major parts: a written outline, presentation, and paper suitable for submission to a conference or journal. The goal of this project is to promote early research engagement, interaction with faculty, and the development of communication and presentation skills that will enhance the overall experience of the student throughout the doctoral program.

Finance students take the comprehensive exam following the completion of their doctoral course work requirements. The exam consists of written and oral sections and is typically scheduled at the beginning of the fall semester in the third year of study.

Management doctoral students are required to pass a qualifying exam composed of two parts: 1) major written sections of a faculty-led research paper and 2) an oral presentation of the entire research project.

First year students are expected to write first drafts of one or more major sections of the paper and to present the entire project before the end of the Spring semester of their first year. During this presentation, students are expected to demonstrate excellence in their specific contributions and to demonstrate they understand all aspects of the research project.

**Comprehensive Examination Process**

Typically, after completion of the course work specified on the plan of study, the student’s doctoral program committee determines the student’s readiness to undertake the comprehensive examination. The student must be enrolled at MU the semester s/he takes this examination.

The comprehensive examination process differs by department, but consists of written and oral sections. Both sections must be completed within one month of each other, and at least seven months before a final dissertation defense. Successful completion of the comprehensive examination requires that the student’s doctoral program committee vote to pass the student on the entire examination, both written and oral sections, with no more than one dissenting or abstaining vote. The student who fails this exam may not take a second comprehensive examination for at least 12 weeks. Failure to pass two successive comprehensive examinations automatically prevents candidacy.

**Dissertation Requirements**

A dissertation is required to complete the doctoral program. Each student, working under the supervision of the doctoral program committee chair, must propose an original scholarly research project. The dissertation proposal is normally defended at the end of the third year of the program in an oral presentation. The proposal must be approved formally by the student's program committee. Following completion of the research, the written dissertation must be orally defended and approved by the student's program committee.

**Admissions**

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Columbia, MO 65211
573-882-0181
http://business.missouri.edu/programs-and-admissions/phd