

# PhD in Business Administration with Emphasis in Business

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-admissions/phd/phd-marketing/>) (Concentrations will not appear on diplomas or transcripts.)

## 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.

## 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.

## 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 - all concentrations

Below are the degree requirements for all PhD students in Business Administration, regardless of the concentration chosen.

### General Business Courses

Before enrolling in concentration area courses, all students must take or have waived the following courses (students with an MBA typically have these requirements waived):

ACCTCY 8310	Accounting for Managers	3
FINANC 8140	Managerial Finance	3
MRKTNG 8460	Managerial Marketing	3
FINANC 8210	Microeconomics for Business	3

And one of the following:

MANGMT 7380	Organizational Behavior and Management: The Individual
MANGMT 8390	Organizational Behavior and Management: Dyadic, Group and Organizational Processes
MANGMT 8960	Introduction to Strategic Management

### Concentration Area of Finance, Management or Marketing

Minimum of 15 hours of 8000/9000 level courses. See below for details.

### Support Areas

Supporting areas offer students considerable latitude in identifying a course of study that can be tailored to the individual's interests and goals.

Two support areas of at least 9 credit hours each, one of which must be taken outside the College of Business

OR

One support area of at least 12 credit hours

### Research Methods and Analysis Sequence

Includes appropriate courses in economics, mathematics, psychology, sociology, statistics or other areas deemed appropriate by the program committee.

If 2 support areas chosen, student must satisfy 12 hours analytical tool requirement.

If 1 support area chosen, student must satisfy 18 hours analytical tool requirement.

### Seminar

Ongoing seminar experience each semester until successful completion of comprehensive exams, to acquaint students with current literature and research in the major area of interest. This is in addition to other seminars offered departmentally. Minimum of 4 credit hours.

### Dissertation

Minimum 12 credit hours in 9090.

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.

## Degree Requirements - Finance Concentration

### Prerequisites typically needed for Finance program of study:

ECONOM 7351	Intermediate Microeconomics	3
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MATH 1500	Analytic Geometry and Calculus I	5
MATH 1700	Calculus II	5
STAT 2500	Introduction to Probability and Statistics I	3
<b>Required courses:</b>		
FINANC 9100	Seminar in Corporate Finance	3
FINANC 9200	Research in Corporate Finance	3
FINANC 9300	Financial Economics	3
FINANC 9400	Seminar in Investment Analysis	3
FINANC 9001	Advanced Topics in Finance	3
FINANC 9101	Topics Seminar in Finance (taken for 1 credit hour each semester while taking other course work)	1-3
ECONOM 7370	Quantitative Economics	3
ECONOM 8451	Microeconomic Theory	3
ECONOM 8472	Econometric Methods I	3
ECONOM 9473	Econometric Theory II	3
ECONOM 9452	Advanced Microeconomic Theory II	3
STAT 7510 or MATH 7140	Applied Statistical Models I Matrix Theory	3
STAT 7750	Introduction to Probability Theory	3
STAT 7760	Statistical Inference	3

**Support Areas**

Students must complete either two 9-hour Support Areas or one 12-hour Support Area to complement advanced training in Finance. Successful completion may require a written examination. 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
ECONOM 8451	Microeconomic Theory
ECONOM 9452	Advanced Microeconomic Theory II

**Example support area in Statistics:**

STAT 7510	Applied Statistical Models I
STAT 7750	Introduction to Probability Theory
STAT 7760	Statistical Inference

**Collateral Area**

Students must complete a Collateral Area (12 hours if completing two 9-hour Support Areas, or 18 hours 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.

The purpose of the Collateral Area for Finance students is to provide them with the necessary quantitative skills to undertake original empirical research.

Recommended is a Collateral Area in Accounting, Econometrics, Economics, Mathematics, Statistics, or Corporate Law. Some representative examples are shown below.

**Example collateral area in Econometrics:**

ECONOM 8472	Econometric Methods I
ECONOM 9473	Econometric Theory II
ECONOM 9476	Advanced Topics in Econometrics II

**Example collateral area in Economics:**

ECONOM 8451	Microeconomic Theory
ECONOM 9452	Advanced Microeconomic Theory II

**Example collateral area in Corporate Law:**

LAW 5365	Bankruptcy
LAW 5395	Business Organizations

LAW 5470	Criminal Clinic
<b>Example collateral area in Statistics:</b>	
STAT 7210	Applied Nonparametric Methods
STAT 7750	Introduction to Probability Theory
STAT 7760	Statistical Inference
STAT 7850	Introduction to Stochastic Processes

## Degree Requirements - Management Concentration

**Seminars**

Students 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.

Four core seminars:

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

Students must complete either two 9-hour or one 12-hour Support Areas, tailored to the research and teaching goals of the student. Programs are highly individualized to reflect student interests and desired focus, and subject to approval by the student's program committee.

Typical Support Areas include psychology, economics, research methods and statistics, career development, sociology, marketing, and communication. Below are examples of Support Areas.

**Example support area in Psychology:**

PSYCH 8610	Motivation
PSYCH 8620	Personality Psychology
ESC_PS 7200	Positive Psychology
PSYCH 9350	Studies in Social Psychology

**Example support area in Economics:**

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

**Example support area in Research Methods and Statistics:**

MRKTNG 9010	Introduction to Research Methods in Marketing
PSYCH 8710	General Linear Models in Psychology I
PSYCH 8730	Statistical Software Packages
PSYCH 9510	Studies in Clinical Psychology
ESC_PS 9650	Application of Multivariate Analysis in Educational Research
ESC_PS 9710	Structural Equation Modeling
ESC_PS 9720	Multilevel Modeling
SOCIOL 8120	The Logic of Social Research
SOCIOL 9288	Ethnographic Fieldwork

ECONOM 7370	Quantitative Economics
ECONOM 8472	Econometric Methods I
ECONOM 8473	Applied Econometrics
COMMUN 8130	Topics in Qualitative Research Methods
STAT 7110	Statistical Software and Data Analysis
STAT 7510	Applied Statistical Models I
STAT 7710	Introduction to Mathematical Statistics

**Research Methods & Analysis (RM&A) Area**

Students must complete an RM&A Area (12 hours if completing two 9-hour Support Areas, 18 hours 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 are those listed in the Support Area in Research Methods and Statistics above. Courses applied to a Support Area canoon be applied to the RM&A.

## Degree Requirements - Marketing Concentration

**Prerequisites typically needed**

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
MRKTNG 9101	Current Topics Seminar in Marketing (taken each fall and spring while in residence at MU)	1
MRKTNG 9090	Research in Marketing (Dissertation - minimum of 12 hours with at least 2 hours each fall and spring and 1 hour each summer semester)	12

**Support Areas**

Students must complete either two 9-hour Support Areas or one 12-hour Support Area, to provide depth in theory and research appropriate for the particular research interests of the student.

Typical Support Areas are social psychology, organizational behavior, economics, and statistics, but other areas may be appropriate. See examples below.

**Example support area in Psychology/Social Psychology:**

PSYCH 8610	Motivation
PSYCH 9310	Theories of Social Psychology
PSYCH 9360	Seminar in Social Psychology

**Example support area in Organizational Behavior:**

MANGMT 9087	Seminar in Management (Human Resource Management)
MANGMT 9087	Seminar in Management (Organizational Behavior I)

MANGMT 9087	Seminar in Management (Organizational Behavior II)
MANGMT 9087	Seminar in Management (Strategic Management I)
MANGMT 9087	Seminar in Management (Organizational Theory)

**Example support area in Economics:**

ECONOM 7340	Introduction to Game Theory
ECONOM 7351	Intermediate Microeconomics
ECONOM 8451	Microeconomic Theory
ECONOM 8472	Econometric Methods I
ECONOM 9452	Advanced Microeconomic Theory II
ECONOM 9471	Advanced Game Theory
ECONOM 9473	Econometric Theory II

**Example support area in Statistics:**

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

**Analytical Tools**

Students must complete courses in research methods and statistics (12 hours for students with two support areas, 18 hours for students with one support area) to provide each 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. Courses in multiple regression, analysis of variance, and multivariate statistics are required.

Students often take additional analytical tools courses to further develop the depth of knowledge in tools required for their specific research interests.

Example analytical tools courses are listed below.

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 8120	The Logic of Social Research	3
SOCIOL 8130	Advanced Social Statistics	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
<b>Seminars</b>		
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 Marketing Models	1-3
MRKTNG 9230	Seminar in Consumer Behavior	1-3

### Sample Plan of Study - Management Concentration

First Year					
Fall	CR	Spring	CR	Summer	CR
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		
		<b>10</b>	<b>10</b>	<b>3</b>	
Second Year					
Fall	CR	Spring	CR	Summer	CR
MANGMT Seminar	3	MANGMT Seminar	3	Research Experience	3
Support Area Course #3	3	Support Area Course #4	3	Comprehensive Exam Preparation	3
Research Methods #4	3	Research Methods #6	3		
Research Methods #5	3	MANGMT Seminar	3		
MANGMT 9101	1	MANGMT 9101	1		
		<b>13</b>	<b>13</b>	<b>0</b>	
Third Year					
Fall	CR	Spring	CR		
Comprehensive Examination		MANGMT 9090 (Dissertation)	Variable Credit		
MANGMT 9090 (Dissertation)	Variable Credit				
		<b>0</b>	<b>0</b>		

Fourth Year			
Fall	CR	Spring	CR
MANGMT 9090 (Dissertation)	Variable Credit	MANGMT 9090 (Dissertation)	Variable Credit
		<b>0</b>	<b>0</b>

Total Credits: 49

### 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

<https://business.missouri.edu/programs-admissions/phd-program/>