



# Thought Leaders

THE MERAGE PhD

*Sustainable Growth Through Strategic Innovation*

**PhD Program**

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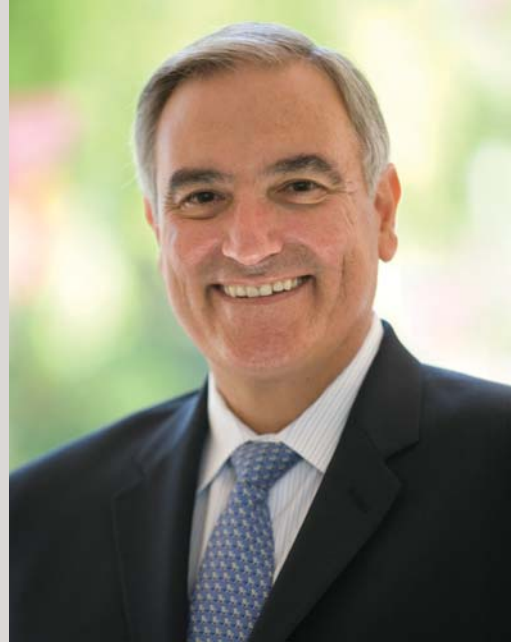
# Thought Leaders

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## The Merage Difference. We See the Big Picture.



With a pioneering curriculum and exceptional faculty and students, The Paul Merage School of Business at UC Irvine is internationally recognized and acclaimed for its research and doctoral program. The School's world-class faculty has been recognized among the top 20 globally by the *Financial Times* and in the top 5 in the United States by *BusinessWeek*. Our progressive curriculum and highly acclaimed faculty attract top doctoral students from around the world. These students benefit from a rich, challenging learning environment in a highly creative atmosphere.

The result is that some of the world's leading universities look to Merage to recruit the next generation of their faculty. Recent graduates of our doctoral program are now faculty members at such top schools as the Fuqua School of Business at Duke University, The University of Michigan, The Eller School at the University of Arizona, and Hong Kong University of Science and Technology.

Merage prides itself on creating new frontiers in research that lead to a broader understanding of business and society. We invite you to join us on our exciting path of discovery.

Andrew J. Policano  
Dean

### The Paul Merage School of Business is consistently ranked among the top universities worldwide.

#### NATIONALLY RANKED PROGRAMS:

- Top 5 in the U.S. for Marketing, *BusinessWeek* (2005)
- 7th in the U.S. for Information Technology, *Wall Street Journal* (2007)
- 11th in the U.S. for Executive MBA Programs, *Financial Times* (2007)

#### HIGHLY RECOGNIZED FACULTY:

- 5th in the U.S. for Faculty Strength, *BusinessWeek* (2003)
- 3rd in the U.S. for Faculty Research Contribution (when adjusted for faculty size), *University of Texas Study* (2004)
- 18th in the world for Faculty Research, *Financial Times* (2007)
- 2nd in the world for Percentage of Female Faculty, *Financial Times* (2007)

## The Merage PhD

The Merage doctoral program is highly individualized. This approach allows for a full understanding of the complex business issues that extend beyond the confines of a particular discipline, and prepares doctoral students for teaching and scholarly positions in academic institutions. Candidates are expected to work closely with Merage faculty members and, when appropriate, with faculty from other academic units on campus. Teaching opportunities exist for students to gain management education experience. Admission is highly competitive, and only full-time study is allowed.

Areas of doctoral concentration closely parallel the strengths of the Merage School faculty members. These concentrations include: Accounting, Finance, Information Systems, Marketing, Operations & Decision Technologies, Organization & Management, and Strategy. The doctoral program is divided into two phases: Qualification and Dissertation.

### QUALIFICATION PHASE

The Qualification Phase provides students with a foundational knowledge in their area of specialization, the discipline of management, and methodological tools. During this phase, the focus is mostly on coursework necessary to conduct original research and scholarship. This includes:

- Research, theory, and key issues in the major subfields
- Appreciation of critical analytic abilities
- Advanced research methods

The Merage doctoral program curriculum is based on a flexible pedagogical system that allows students to select from two menus of courses – one for research methods and one for theoretical breadth courses. To advance beyond the Qualification Phase, students must complete all required coursework, a written preliminary examination, and a formal oral qualifying examination. The normative duration of this phase is nine academic quarters, or three calendar years.

### DISSERTATION PHASE

The Dissertation Phase requires the completion of a significant original research project and a thesis that demonstrates the candidate's creative research capabilities. Upon approval of the dissertation and final examination (dissertation defense), the candidate's doctoral committee recommends the conferral of the PhD degree. The Dissertation Phase is expected to take 12 to 18 months, and the entire doctoral program is expected to take four to five years.

# Areas of Concentration

## ACCOUNTING

The Accounting PhD program is distinguished by the individual attention and high-level training devoted to each student by our faculty. The program's emphasis on research skills has produced outstanding results on issues of importance to the accounting and business community published in leading academic journals and presented at leading conferences. Another hallmark of our program is the interaction among accounting faculty and students across related fields such as finance, information systems, operations, and strategy. Study topics have included: the influence of accounting information on the capital markets and behavior of firm decision-makers; the impact of government regulations (e.g., the Sarbanes-Oxley Act) on firm valuation and audit practice; and the role of incentive contracts on manager, firm performance, and corporate governance.

## RECENT DISCIPLINARY STUDIES

### Faculty:

- Joanna Ho, Pam Keltyka [PhD 1999], and Robin L. Keller, "How Information Ambiguity and Contextual Information Affect Managers' Goal Congruence in Making Investment Decisions?" *Journal of Risk and Uncertainty*, 31(2), 2005, pp. 163-186.
- Christo Karuna<sup>1</sup>, "Industry Product-Market Competition and Managerial Incentives" *Journal of Accounting and Economics*, 43(2), 2007, pp: 275-297.  
<sup>1</sup>*Outstanding Dissertation Award, American Accounting Association, 2005.*
- Charles Shi, Steve Huddart, and Bin Ke, "Jeopardy, Non-Public Information, and Insider Trading around SEC 10-K and 10-Q Filings," *Journal of Accounting and Economics*, 43, 2007.
- Siew Hong Teoh, David Hirshleifer, Ming Dong, and Scott Richardson, "Does Investor Misvaluation Drive the Takeover Market?" *Journal of Finance*, 61(2), 2006, pp. 725-762.

### Students:

- Zhu Liu [PhD 2006], Philippe Jorion, and Charles Shi, "Informational Effects on Regulation Fair Disclosure: Evidence from Rating Agencies," *Journal of Financial Economics*, 76, 2005.
- Sanjian Zhang [PhD 2006], Philippe Jorion, and Charles Shi, "Tightening Credit Standards: Fact or Fiction," *The Annual Conference of American Accounting Association*, San Francisco, 2005.



*"The ease with which my doctoral students (and I) can learn from colleagues in other areas is both exhilarating and likely results in our research having a much broader impact. The big-picture perspective on research that our students develop enables them to make connections across fields."*

MORT PINCUS  
Professor, Accounting



*"Merage PhD students are part of a lively intellectual community that is helping to develop new innovations in financial theory and practice."*

DAVID HIRSHLEIFER  
Professor & Merage Chair  
in Business Growth, Finance

## FINANCE

The Finance PhD program allows candidates to engage in research on a breadth of finance topics, including corporate and institutional finance, investment theory, derivatives, financial risk management, executive compensation, and capital markets. Specific study areas in corporate finance focus on how securities are issued, what motivates firms to choose debt or equity and the initial public offerings process. The study of institutional aspects of finance covers the banking and financial services industries and how credit decisions are made and risks are managed within these organizations. Investment theory study looks at how to optimally accumulate wealth by choosing portfolios of assets or derivatives whose payouts are related in complex ways to their underlying assets.

## RECENT DISCIPLINARY STUDIES

### Faculty:

- David Hirshleifer<sup>1</sup>, Avanidhar Subrahmanyam, and Sheridan Titman, "Feedback and the Success of Irrational Traders," *Journal of Financial Economics*, 81(2), 2006, pp. 311-338.  
<sup>1</sup>*Associate Editor, Journal of Finance*
- Philippe Jorion, Charles Shi, and Zhu Liu [PhD 2006], "Informational Effects on Regulation FD: Evidence from Rating Agencies," *Journal of Financial Economics*, 76, 2005.
- Lu Zheng<sup>2</sup>, Laura Starks, and Li Yong, "Tax Loss Selling and the January Effect: Evidence from Municipal Bond Closed-end Funds," *The Journal of Finance*, 61(6), 2006, pp. 3049-3067.  
<sup>2</sup>*Best Paper in Financial Institutions*, 2007 Midwest Finance Association Conference
- Ashley Wang, Michael Brennan, and Yihong Xia, "Estimation and Test of A Simple Model of Inter-temporal Capital Asset Pricing" *Journal of Financial* 59, 2004, pp. 1877-1900.
- Kerry Vandell<sup>3</sup>, Ruslan Koesman, and James D. Shilling, "How Tax Credits have Affected the Rehabilitation of the Boston Office Market," *Journal of Real Estate Research*, 28(4), 2006.  
<sup>3</sup>*ARES JRER Legacy Award for Best Paper, 2007.*

### Student:

- Pedro Sottile<sup>4</sup>, Peter Navarro, and Philip Bromiley, "Business Cycle and Firm Performance: A Theoretical and Empirical Investigation," *Academy of Management (AoM) Annual Meeting*, Atlanta, 2006.  
<sup>4</sup>*Teaching Awards: Teaching Assistant of the Year [Full-Time MBA 2005, 2006: Fully Employed MBA 2005]*

## INFORMATION SYSTEMS

The Information Systems PhD program concentrates on learning and contributing to our understanding of the complex interplay between information technology (IT), organizations, and markets. There is a particular focus on the role of IT in creating a competitive advantage for firms, in improving operations and effectively managing IT assets and capabilities. Researchers from a variety of disciplines conduct their research under the auspices of the Center for Research on Information Technology and Organizations (CRITO). This is a multidisciplinary research center and a rare recipient of sponsorship by the National Science Foundation.

### RECENT DISCIPLINARY STUDIES

#### Faculty:

- Vidyanand Choudhary<sup>1</sup>, "Comparison of Software Quality under Perpetual Licensing and Software as a Service," Journal of Management Information Systems, 24(2), 2007.  
<sup>1</sup>Faculty Career Development Award, UC Irvine, 2005-2006
- Sanjeev Dewan<sup>2</sup> and Fei Ren [PhD 2007], "Risk and Return of Information Technology Initiatives: Evidence from Electronic Commerce Announcements," Information Systems Research, 2007.  
<sup>2</sup>Senior Editor, Information Systems Research  
<sup>2</sup>Associate Editor, Management Science
- Vijay Gurbaxani, "Information Systems Outsourcing Contracts: Theory & Evidence," Managing in the Information Economy: Current Research, U. Karmarkar and U. Apte (eds.), Kluwer, 2004.
- Vijay Gurbaxani, Kenneth L. Kraemer, and Nigel Melville [PhD 2001], "The Productivity Impact of Information Technology across Competitive Regimes: The Role of Industry Concentration and Dynamism," Decision Support Systems, 43(1), 2007, pp: 229-242.

#### Students:

- Eric Shih [PhD 2000], Jason Dedrick [PhD 2005], and Kenneth L. Kraemer, "Determinants of Information Technology Spending in Developed and Developing Countries," Management Science, 53(3), 2007, pp: 521-528.
- Shutao Dong [PhD 2007] and Kevin Zhu. "The Business Value of CRM Systems: Productivity, Profitability, and Time Lag," Workshop on Information Systems and Economics (WISE), 2006.
- Young Bong Chang [PhD 2007] and Vijay Gurbaxani, "An Empirical Investigation of IT Returns: The Role of IT and Market Structure as Determinants of Efficiency," Proceedings of the 25th International Conference on Information Systems, Washington D.C., 2004.
- Zhizhong Zhou and Kevin Zhu, "Conflict of Interest Regarding Information Transparency in an Electronic Market with Upstream and Downstream Competition," MSOM, 2006.



*"This is an exciting time to be part of the Information Systems PhD community as new information technologies are creating new options for businesses, and transforming the way we work and live."*

VIJAY GURBAXANI  
Professor, Information Systems



*"Marketing is about meeting customer needs in a globally competitive environment. The Merage PhD program provides an intellectually challenging and stimulating set of learning opportunities to our students and prepares them to be the best researchers and educators in the 21st century."*

ALLADI VENKATESH  
Professor, Marketing

## MARKETING

The Marketing PhD program focuses on studying the foundations and most recent advances in marketing theory and their application in today's dynamic business world. Faculty and student research areas range widely, including such topics as the emerging role of electronic commerce, the impact of advertising on social issues, the econometric modeling of consumer decisions, high-tech distribution systems, advertising's effects on employees, marketing in multiethnic communities and the global marketplace.

### RECENT DISCIPLINARY STUDIES

#### Faculty:

- Imran S. Currim<sup>1</sup>, Rick L. Andrews, and Andrew Ainslie, "On the Recoverability of Choice Behaviors with Random Coefficients Choice Models in the Context of Limited Data and Unobserved Effects," Management Science, 2007.  
<sup>1</sup>The American Marketing Association William O'Dell Award for the article published in the Journal of Marketing Research.
- Cornelia Pechmann<sup>2</sup> and Susan J. Knight [PhD 1999], "An Experimental Investigation of the Joint Effects of Advertising and Peers on Adolescents' Beliefs and Intentions about Cigarette Consumption," Journal of Consumer Research, 29, 2002, pp. 5-19.  
<sup>2</sup>Journal of Consumer Research, 2002 Best Paper Award
- Rejeev K. Tyagi, "New Product Introductions and Failures Under Uncertainty," International Journal of Research in Marketing, 2006.
- Mary C. Gilly, John Graham, and Stephanie Dellande [PhD 1999], "Gaining Compliance and Losing Weight: The Role of the Service Provider in Health Care Services," Journal of Marketing, 68, 2004, pp. 78-91.
- Alladi Venkatesh<sup>3</sup> and Eric Shih [PhD 2000], "Beyond Adoption: Development and Application of A Use-Diffusion Model," Journal of Marketing, 68(1), 2004, pp: 59-72.  
<sup>3</sup>Journal of Consumer Research, Former Best Paper Award Winner

#### Students:

- Samantha Cross<sup>4</sup>, "The Intersection of Cultures: Bi-Cultural Dynamics in Consumption and Decision-Making", Academic of Marketing Science Conference, 2007.  
<sup>4</sup>Received the Jane K. Fenyo Best Paper Award for student research, 2007
- Dante Pirouz<sup>5</sup> and Cornelia Pechmann, "The Dark Side of Attachment: Addiction," Advertising and Consumer Psychology 2007 Proceedings, New Frontiers in Branding: Attitudes, Attachments, and Relationships, Joseph R. Priester, Deborah J. MacInnis and C. Whan Park, Editors, Santa Monica, CA, 2007.  
<sup>5</sup>UC Irvine General Clinical Research Center Research Grant, 2006-2007
- Liangyan Wang<sup>6</sup> and Cornelia Pechmann, "Entertainment Education or Entertainment Degradation? The Efficacy of Commercial Television at Conveying Smoking Prevention Messages," Marketing and Public Policy Conference, Long Beach, CA, 2006.  
<sup>6</sup>Co-Winner, Association for Consumer Research- Sheth Foundation (ACR-Sheth), 2006

## OPERATIONS & DECISION TECHNOLOGIES

The Operations & Decision Technologies PhD program is designed to provide students with the foundations of management science and operations management. It is directed to those primarily interested in a career of research, teaching, or high-level technical work in universities and private industry. The program is highly individualized and allows students to pursue their specific areas of interest. Examples of the disciplines studied include supply chain management, mathematical programming, decision analysis, network design and analysis, stochastic processes, queuing systems, inventory control systems, automated manufacturing systems, design and control of production systems, and quality management.

### RECENT DISCIPLINARY STUDIES

#### Faculty:

- Robin L. Keller<sup>1</sup> and Tianjun Feng, "A Multiple-Objective Decision Analysis for Terrorism Protection: Potassium Iodide Distribution in Nuclear Incidents," *Decision Analysis*, 3 (2), 2006, pp: 76-93.  
<sup>1</sup>Kimball Medal Recipient for distinguished service contributions to Operations Research and the Management Sciences, 2006.
- Rick So and Reynold Byers, "A Mathematical Model for Evaluating Cross-sales Policies in Telephone Service Centers," *Manufacturing and Service Operations Management*, 9, 2007, pp. 1-8.
- Shuya Yin and Daniel Granot, "On Sequential Commitment in the Price-Dependent Newsvendor Model," *European Journal of Operational Research*, 177, 2007, pp. 939-968.
- Fuqiang Zhang and Gerard Cachon, "Obtaining Fast Delivery in a Queuing System via Performance-Based Allocation of Demand," *Management Science*, 53(3), 2007, pp. 408-420.

#### Students:

- Tianjun Feng<sup>2</sup> and Fuqiang Zhang, "Contracting for Supply Flexibility under Asymmetric Information," *INFORMS Conference*, 2006.  
<sup>2</sup>The Sixth INFORMS Case Competition Finalist, 2006
- Jay Simon<sup>3</sup>, "Decision Analysis Using Geographic Information Systems," *Institute for Mathematical Behavioral Science Graduate Conference*, 2007.  
<sup>3</sup>IMBS Summer Fellowship 2006, 2007



*"The doctoral student-faculty advisor research team that begins at the Merage School forms the basis for lifelong collaborations and friendships. I am currently working on projects with former students who are spread out from Beijing to Boston to Orange County."*

**ROBIN KELLER**  
Professor, Operations &  
Decision Technologies



*"The Organization and Management PhD generally follows a 'mentor' model where students work closely with faculty on research projects and often branch out while developing their dissertation. The program has a long tradition of cultivating scholars who now lead the field at places like MIT and Carnegie Mellon."*

**CHRISTINE BECKMAN**  
Associate Professor  
Organization & Strategy

## ORGANIZATION & MANAGEMENT

The Organization Management PhD offers broad exposure to theory and research on organizational behavior and theory. Organizational behavior includes topics such as cross-cultural management, power and influence, negotiation process, team and interpersonal processes, innovation, trust, organizational commitment, incentives, and leadership. Organization theory addresses contemporary theories such as community and population ecology, institutional theory, organizational learning and decision making.

### RECENT DISCIPLINARY STUDIES

#### Faculty:

- Christine Beckman<sup>1</sup> and Diane M. Burton, "Leaving a Legacy: Position Imprints and Successor Turnover in Young Firms," *American Sociological Review*, 2007.  
<sup>1</sup>Western Academy of Management, Ascendant Scholar, 2006
- Kristin Behfar, R. Peterson, E. Mannix, and W. Trochim, "The Critical Role of Conflict Resolution in Teams: A Close Look at the Links Between Conflict Type, Conflict Management Strategies, and Team Outcomes," *Journal of Applied Psychology*, forthcoming.
- Cristina B. Gibson and P.C. Earley, "Collective Cognition in Action: Accumulation, Interaction, Examination and Accommodation in the Development and Operation of Group Efficacy Beliefs in the Workplace," *Academy of Management Review*, 32(2), 2007, pp. 438-458.
- Jone L. Pearce<sup>2</sup>, "We Are Who We Teach: How Teaching Experienced Managers Fractures our Scholarship," *Journal of Management Inquiry*, 16, pp: 104-110, 2007.  
<sup>2</sup>Fellow, The American Psychological Association (Society for Industrial/Organizational Psychology), 2006-2007  
<sup>2</sup>Fellow, The Association of International Association for Applied Psychology, 2006-2007
- Claudia Bird Schoonhoven<sup>3</sup> and Elaine Romanelli, "A Starting Point: The Next Wave of Entrepreneurship Research," *Advances in the Study of Entrepreneurship, Firm Emergence, and Growth*, 11, 2007.  
<sup>3</sup>Technology and Innovation Management Distinguished Scholar Award, 2006-2007  
<sup>3</sup>Principal Investigator on E.M. Kauffman Foundation Research Grant, 2006-2007.

#### Students:

- Alaka Rao, Jone Pearce, Qiumei Xu [PhD 2007], K. Xin, "Why the Rich Get Richer: The Role of Organizations in the Wealth of Nations," *Academy of Management Meeting*, Honolulu, HI, 2005.
- Renee Rottner with Cristina Gibson, "By Design: The Social Foundations for Building a Company Around an Inventor," *Organizational Dynamics*, 2008.
- Taryn Stanko<sup>5</sup>, "Finding a Balance: An Examination of the Antecedents and Consequences of Non-Work to Work Role Facilitation," *Industrial Organizational and Organizational Behavior Conference*, Indianapolis, IN, 2007.  
<sup>5</sup>American Dissertation Fellowship (AAUW), 2007-2008

## STRATEGY

The Strategy PhD program develops scholars who study the factors that drive firms' fundamental strategic choices, and the way such choices influence firm performance. Within this broad framework, students develop their own areas of interest. Prior faculty and student work has included risk-taking, management of strategic innovation processes, strategy formation and implementation, behavioral understandings of competition, global strategy, and entrepreneurial strategy. The program embraces a wide variety of methodological approaches but shares an emphasis on rigorous scholarship directed at understanding the processes that cause important strategic outcomes.

## RECENT DISCIPLINARY STUDIES

### Faculty:

- Philip Bromiley and J. Harris, "Incentives to Cheat: The Influence of Executive Compensation and Firm Performance on Financial Misrepresentation," *Organization Science*, 18(3), 2007, pp. 350-367.
- Yan Gong<sup>1</sup>, Ted Baker, and Anne S. Miner, "Failures of Entrepreneurial Learning in Knowledge-based Startups," *Frontiers of Entrepreneurship Research*, 2006.  
<sup>1</sup>Finalist, INFORMS/Organization Science Dissertation Proposal Competition, 2006
- David Obstfeld and Paul Adler, "The Role of Affect in Creative Projects and Exploratory Search," *Industrial and Corporate Change*, 16, 2007, pp. 19-50.
- Margarethe Wiersema and Tom Moliterno [PhD 2005], "Firm Performance, Rent Appropriation, and the Strategic Resource Divestment Capability," *Strategic Management Journal*, forthcoming.

### Students:

- Thomas Moliterno [PhD 2005] and Margarethe Wiersema, "Firm Performance, Rent Appropriation, and the Strategic Resource Divestment Capability," *Strategic Management Journal*, forthcoming.
- Mark Washburn and Philip Bromiley. "Comparing Models of Social and Self Referent Aspirations," *Strategic Management Society*, Annual Meeting, 2007.



*"The strategy program at the Merage School helps students develop into top-notch scholars in strategic management. We offer students a chance for close collaboration with excellent faculty, a diversity of faculty research interests, and access to excellent intellectual and business communities."*

**PHILIP BROMILEY**  
Professor, Organization & Strategy

## Merage Faculty

Cutting-edge research conducted by the Merage faculty has been nationally acclaimed. Recently we were ranked 5th in the nation for faculty strength by *BusinessWeek* (2002) and 18th in the world for faculty research by the *Financial Times* (2007). Our faculty was also ranked 21st among American business schools for international diversity and 2nd in the world for percentage of female faculty, according to the *Financial Times* MBA Rankings (2007).

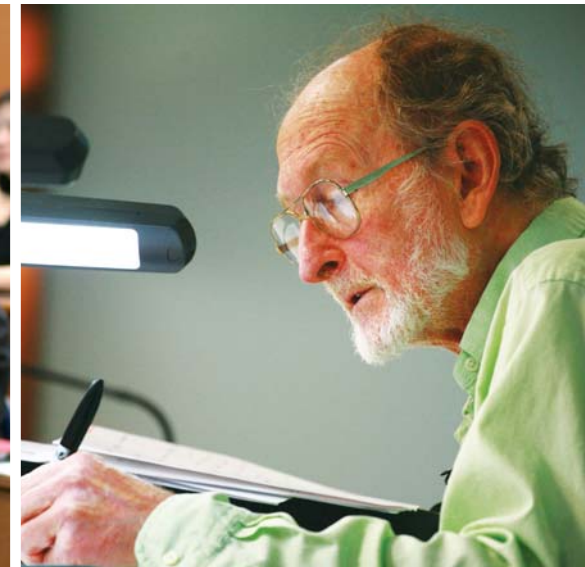
Merage faculty frequently act as consultants for businesses across the globe. They serve as officers of national and international associations and boards, and they are sought after as expert sources by corporations, government agencies, and the media, such as:

NBC Nightly News  
CNN  
KNX 1070 News Radio  
BusinessWeek  
USA Today  
The Washington Post

The Boston Globe  
Orange County Register  
Orange County Business Journal  
San Francisco Chronicle  
Los Angeles Times  
Bloomberg

KFI 640 AM  
National Public Radio (NPR)  
The Wall Street Journal  
Financial Times  
The Economist  
The New York Times

Merage PhD students have the opportunity to learn from a team of these prominent professors and to benefit from their research, consulting, and teaching experience.



**MERAGE FACULTY** – list of professors, research area, and highest degree achieved (all have obtained PhDs):

**Andrew Policano**, Dean and Professor, *Economics*, PhD, Brown University

**Dennis Aigner**, Professor Emeritus, *Economics*, PhD, University of California, Berkeley

**Christine Beckman**, Associate Professor, *Organization & Management*, PhD, Stanford University

**Kristin J. Behfar**, Assistant Professor, *Organization & Management*, PhD, Cornell University

**David Blake**, Professor, *Organization & Strategy*, PhD, Rutgers University

**Philip Bromiley**, Professor, *Strategy*, PhD, Carnegie-Mellon University

**Christopher Carpenter**, Assistant Professor, *Health Care*, PhD, University of California, Berkeley

**Nai-fu Chen**, Professor, *Finance*, PhD, University of California, Berkeley and Los Angeles

**Vidyanand Choudhary**, Assistant Professor, *Information Systems*, PhD, Purdue University

**Imran Currim**, Professor, *Marketing*, PhD, Stanford University

**Sanjeev Dewan**, Associate Professor, *Information Systems*, PhD, University of Rochester

**Paul Feldstein**, Professor, *Health Care*, PhD, University of Chicago

**David Fitoussi**, Assistant Professor, *Information Systems*, PhD, Massachusetts Institute of Technology

**Cristina Gibson**, Professor, *Organization & Management*, PhD, University of California, Irvine

**Mary Gilly**, Professor, *Marketing*, PhD, University of Houston

**Yan Gong**, Assistant Professor, *Strategy*, PhD University of Wisconsin

**John Graham**, Professor, *Marketing*, PhD, University of California, Berkeley

**Vijay Gurbaxani**, Professor, *Information Systems*, PhD, University of Rochester

**David Hirshleifer**, Professor, *Finance*, PhD, University of Chicago

**Joanna Ho**, Professor, *Accounting*, PhD, University of Texas at Austin

**Thomas Jefferson**, Visiting Professor, *Operations & Decision Technologies*, PhD, Northwestern University

**Philippe Jorion**, Professor, *Finance*, PhD, University of Chicago

**Christo Karunanathan**, Assistant Professor, *Accounting*, PhD, University of Michigan

**Robin Keller**, Professor, *Operations & Decision Technologies*, PhD, University of California, Los Angeles

**Kenneth Kraemer**, Professor Emeritus, *Information Systems*, PhD, University of Southern California

**Loraine Lau-Gesk**, Assistant Professor, *Marketing*, PhD, University of California, Los Angeles

**Newton Margulies**, Professor Emeritus, *Organization & Management*, PhD, University of California, Los Angeles

**Richard McKenzie**, Professor, *Economics*, PhD, Virginia Polytechnic Institute and State University

**Peter Navarro**, Professor, *Business & Government*, PhD, Harvard

**David Obstfeld**, Assistant Professor, *Strategy*, PhD, University of Michigan

**Jone L. Pearce**, Professor, *Organization & Management*, PhD, Yale University

**Cornelia (Connie) Pechmann**, Professor, *Marketing*, PhD, Vanderbilt University

**Morton Pincus**, Professor, *Accounting*, PhD, Washington University (St. Louis)

**Lyman Porter**, Professor Emeritus, *Organization & Management*, PhD, Yale University



**Claudia (Kaye) Schoonhoven**, Professor, *Organization & Management*, PhD, Stanford University

**Carlton Scott**, Professor, *Operations & Decision Technologies*, PhD, University of New South Wales (Australia)

**Charles Shi**, Assistant Professor, *Accounting*, PhD, University of Minnesota

**Kut (Rick) So**, Professor, *Operations & Decision Technologies*, PhD, Stanford University

**Zheng Sun**, Assistant Professor, *Finance*, PhD, New York University

**Siew Hong Teoh**, Professor, *Accounting*, PhD, University of Chicago

**Rajeev Tyagi**, Professor, *Marketing*, PhD, University of Pennsylvania

**Kerry D. Vandell**, Professor, *Real Estate*, PhD, Massachusetts Institute of Technology

**Alladi Venkatesh**, Professor, *Marketing*, PhD, Syracuse University

**Wenqing (Ashley) Wang**, Assistant Professor, *Finance*, PhD, University of California, Los Angeles

**Margarethe Wiersema**, Professor, *Strategy*, PhD, University of Michigan

**Shuya Yin**, Assistant Professor, *Operations & Decision Technologies*, PhD, University of British Columbia

**Lu Zheng**, Associate Professor, *Finance*, PhD, Yale University

**Fuqiang Zhang**, Assistant Professor, *Operations & Decision Technologies*, PhD, University of Pennsylvania



## Learning Outside The Classroom

### COLLOQUIA - “THE SHARING OF NEW IDEAS”

The Research Colloquium provides a forum for interaction among faculty, students, and visitors interested in new ideas and applications to the fields of business and management. The colloquium includes presentations by faculty from UC Irvine and other universities and research institutes. Highly regarded professors have spoken on our campus, including:

**Professor John Deighton**, *Marketing*, Harvard Business School

**Avanidhar (Subra) Subrahmanyam Goldyne & Irwin Hearsh**, *Finance*, UCLA Anderson School of Management

**Professor Simon Gervais**, *Finance*, Duke University Fuqua School of Business

**Professor Edward Lawler**, *Organization & Management*, USC Marshall School of Business

**Professor Linda R. Cohen**, *Economics*, University of California, Irvine

**Professor Kenneth C. Wilbur**, *Marketing*, USC Marshall School of Business

**Professor Brett Trueman**, *Accounting*, UCLA Anderson School of Management

**Professor Kevin Milligan**, *Economics/Public Policy*, University of British Columbia

**Professor Dean Tjosvold**, *Organization & Management*, Lingnan University, Hong Kong

### PHD “BROWN BAG” SERIES PRESENTATIONS

The PhD “Brown Bag” presentations offer an opportunity for our doctoral students and faculty to exchange ideas on current issues and developments in their area of specialization. Recent topics and discussions have included:

- “Connecting with Consumers via Emotional Ad Appeals: The Influence of Motivation, Purity of Emotion, and Ad Layout” – Loraine Lau-Gesk and Joan Meyers-Levy
- “The Fun Element in Product Experiences: The Case of Young Adults’ Engagement with Video Games” – Sayantani Mukherjee
- “Strategic Customer Behavior, Commitment, and Supply Chain Performance” – Fuqiang Zhang
- “Shaping Up For Performance Impacts of Information Technology: The Role of Corporate Governance” – Joanna Ho
- “Preference Functions for Decisions with Geographically-Varying Attributes” – Robin L. Keller
- “The Team Negotiation Challenge: An Inductive Study of Negotiating Teams Rationally” – Kristin Behfar
- “From Scout Leader to Business Leader: How Participation in Multiple Roles Shapes Behavior at Work” – Taryn Stanko
- “Founding the Future: The Evolution of Teams from Founding to IPO” – Christine Beckman

### THE MERAGE CENTERS OF EXCELLENCE

The Merage Centers of Excellence provide numerous opportunities for PhD students to collaborate, work, and learn from business leaders and entrepreneurs.

**The Don Beall Center for Innovation and Entrepreneurship** fosters a connection among researchers, visionaries, business leaders, and venture capitalists. You can become involved in one of the many exciting programs offered through the Center, and enhance your own entrepreneurial tendencies. Programs offered through the Center include the annual Business Plan Competition, a venture-capital investment competition, an entrepreneurial skills workshop series, a breakfast speaker series, and one-on-one consulting.

**The Center for Global Leadership and Team Development** enables you to enhance your business and leadership skills. Through a variety of programs, the Center allows you to develop personal and managerial skills, to work directly with an executive mentor, and to learn valuable lessons in leadership and ethics. One of the most notable programs offered by the Center is the Distinguished Speaker Series, which brings prominent C-level speakers to campus. Recent speakers have included the president of the Disneyland Resort and the CEOs of Mattel, Allergan, Ingram Micro, and Volvo Cars of North America.

**The Center for Real Estate** serves as a forum to discuss and solve current and future real estate industry issues. It is the only one of its kind in southern California and is fully incorpo-

**The Business Plan Competition** at the Merage School provides opportunities to gain financing in addition to other assistance to make your vision a reality. Open to all UC Irvine students, faculty, and researchers, the competition pairs coaches and teams to compete for the opportunity to win substantial cash prizes and recognition for the most compelling business plans — as well as potential seed financing of up to \$1 million.

rated within the business school. Programs offered through the Center include a breakfast speaker series and an annual lifetime achievement award gala. Courses are offered through the School in real estate finance, capital markets, and development.

**The Center for Health Care Management and Policy** communicates important health care issues from financial, marketing, organizational, technological, legal, and economic perspectives. If your career has a health care focus, you will benefit from our lengthy record of innovation and discovery in the health care industry. Programs offered through the Center include an annual Health Care Forecast Conference and a health care industry speaker series.

**The Center for Investment and Wealth Management** has received overwhelming support from the local professional wealth management community. The Center provides valuable financial management tools to both students and the community, and offers students the opportunity to network with wealth management professionals from southern California.

**The Center for Research on Information Technology and Organizations** brings together scholars from a variety of disciplines to study social and managerial issues related to technology. Researchers are currently studying how web services impact business, how companies can embrace technology, and how IT transforms the way we live, work, and play. The Center is supported by such organizations as IBM, Microsoft, Conexant, Canon, Intel, and the Department of Defense.

## CONFERENCES AND EVENTS

Learn from industry leaders and benefit from those who have “been there.” The Paul Merage School of Business hosts a number of public conferences and speaker events each year, some of which are detailed below.

**Healthcare.** The Health Care Forecast Conference provides a unique venue for professionals from the intersecting worlds of healthcare. Participants enjoy a full day of insight into healthcare trends and policies, and learn the political and economic impact these may have on business. Speakers for the 2008 conference included:

**Norman J. Ornstein, PhD**, Resident Scholar, American Enterprise Institute, Television News Commentator

**Nick Franklin, JD**, Senior Principal, Public Affairs Dimensions

**Sheryl R. Skolnick, PhD**, Senior Vice President, CRT Capital Group, LLC

**John Zimmer**, Vice President, Marketing, Toshiba America Medical Systems

**Innovation.** ‘Strategic Initiatives in India’ was the Merage School’s second annual international business symposium that attracted more than 200 participants. Attendees enjoyed a day of discussions on the challenges and opportunities of doing business in India. Speakers at the event included:

**Mohandas Pai**, Board Member and Director, Infosys

**Kris Wadia**, Executive Partner, Global Sourcing, Accenture

**Venkat Tadanki**, Founder and CEO, Secova; Founding Member, Daksh

**Dwight Decker**, Chairman, Conexant Systems, Inc.

**Tom Kenyon**, Vice President, Technology Management Group, CSC

**Ed Fuller**, President and Managing Director, Marriott International Lodging

**Alain Monie**, President and COO, Ingram Micro

**David Pyott**, Chairman and CEO, Allergan

**Suren Dutia**, Chief Executive Officer, TIE

For more information or for a recap of this conference, please visit [merage.uci.edu/go/indiaconf](http://merage.uci.edu/go/indiaconf).

**Leadership.** The Distinguished Speaker Series is a venue for key corporate leaders to provide insight into the success of their companies and to discuss how they employ strategic innovation to sustain business growth. Attendees network with the speakers at a reception that follows each event. Recent speakers have included:

**Rick W. Rayson**, Managing Partner, Deloitte & Touche USA LLP

**Eric Brandt**, Chief Financial Officer, Broadcom

**James Mazzo**, Chairman and CEO, Advanced Medical Optics

**John Palmer**, President, Southern California Region, Verizon Wireless

**Greg Spierkel**, CEO, Ingram Micro

**James O’Sullivan**, President and CEO, Mazda North American Operations

**Scott Garrett**, President and CEO, Beckman Coulter

**Matt Ouimet**, Former President, Disneyland Resorts

**Bob Eckert**, Chairman of the Board and CEO, Mattel

**David Pyott**, Chairman of the Board and CEO, Allergan

**Anne Belec**, President and CEO, Volvo Cars of North America

**Ed Coleman**, Former Chief Executive Officer, Gateway, Inc.

**Real Estate.** The Real Estate Gala is an annual event that acknowledges leaders in the real estate industry. Every year, the Lifetime Achievement Award is presented to real estate pioneers with a track record of accomplishment. Award recipients have included:

2007 Mac McAlister

2006 CB Richard Ellis

2005 Gerson Bakar

2004 Geoffrey Stack & John Hagestad

2003 Robert M. Campbell

2002 Daniel W. Donahue & Thomas L. Schriber

2001 The Shea Family

2000 The Edwards Family

1999 John B. Parker

1998 Michael L. Meyer

1997 Ray Watson

1996 Kathryn G. Thompson

2008 Health Care Forecast Conference



Kris Wadia



Rick Rayson at the Distinguished Speaker Series



Bill Halford and Mac McAlister



# Our Location

The Paul Merage School of Business is located in Orange County, California, part of a vibrant economy and home to some of the most prestigious and innovative companies in the United States. Orange County, and Irvine in particular, are widely known for an entrepreneurial spirit that produces a staggering amount of start-up companies and incubation activity, complemented by the presence of large, multinational businesses. The area is a hub of technology, medical, real estate, and several other industry clusters. It is situated midway between Los Angeles and San Diego, and is a gateway to the Asia-Pacific rim.

In addition to its thriving economy, Orange County also boasts forty-two miles of coastline, three harbors, forty thousand acres of regional parks, forty miles of bicycle trails

and over one hundred twenty thousand acres of protected natural habitat. This is one of the most beautiful and scenic parts of southern California, offering an incomparable lifestyle and year round near perfect weather.

Outdoor activities abound and students take advantage of the California lifestyle. Formal and informal events are typically held minutes away in Irvine, Laguna Beach, Huntington Beach, or Newport Beach. Students have enrolled together in golf classes, sailing lessons, scuba lessons, and kayaking outings.

The campus sits in the heart of the Irvine-Newport Beach community and is ranked as one of the safest places to live in the country. From here, you really can go anywhere.

### CITY OF IRVINE – “CREATING A BALANCED COMMUNITY”

The city of Irvine has one of the most well-educated workforces in the nation, a strong and diverse employment base and a healthy economy that is well-positioned for growth. This dynamic economic environment is the outcome of long-range planning that has made the city as attractive to businesses as it is to residents. UC Irvine provides a steady flow of intellectual capital that enriches the surrounding community and attracts companies ranging from small start-ups to major international firms. <sup>1</sup>

The Irvine Unified School District (IUSD) consistently ranks among the finest educational systems in the nation. Irvine schools offer innovative educational programs, open-style classrooms, team-teaching, some schools with year-round terms, and excellent community involvement. IUSD educates a diverse student population numbering over 24,000 (K-12), in 22 elementary schools, five middle schools, four comprehensive high schools, and one continuation high school.



### IRVINE FAST FACTS:

- More than 100 major corporations are headquartered in Irvine.
- Irvine is within a 50-mile radius of six major research universities and four major research institutions.
- More than 50% of Irvine’s residents have a bachelor’s degree or higher.
- An estimated 30,000 UC Irvine alumni live and work in Orange County.
- Industry leaders such as Allergan, Broadcom, Kawasaki, Verizon Wireless, and Taco Bell maintain corporate headquarters in Irvine.



<sup>1</sup> “Ensuring Irvine’s Future Economic Vitality and Quality of Life,” *Planning Ahead*, Spring 2006, p. 1



## Doctoral Program Admissions

At the Merage School, PhD candidates are considered carefully as individuals and as future research partners. We evaluate their performance in their business and academic careers, and their potential to become valued members of

the Merage network of global scholars and business leaders. Admission is in the fall quarter only, and the application process must be completed by the preceding January.

### ADMISSION REQUIREMENTS CHECKLIST

To expedite the processing of your application, we strongly recommend that you apply online. If you apply online, please do not send a duplicate paper copy of your application by mail. All other required documentation should be mailed directly to The Paul Merage School of Business PhD Program office. Required application documentation for the PhD program includes:

- The Paul Merage School of Business Application
- Application fee
  - U.S. \$60.00 for domestic applicants
  - U.S. \$80.00 for international applicantsOnline applicants may submit the fee online. Application fee subject to change. Please verify by contacting the PhD Program office.
- Two copies of official transcripts from all universities. Envelopes must be sealed and signed by the Registrar across the flap. A minimum 3.0 GPA (or equivalent) for the last two undergraduate years is required.
- One official degree certificate from each university where you received a degree (if not a U.S. university), stating that the degree has been conferred and showing date of conferral.
- Three signed recommendations, submitted in sealed envelopes or submitted online for applicants using the online application. For those not using the online recommendation system, please use the pre-formatted Recommendation Forms in the application and be sure the recommender's signature also appears across the flap of the sealed envelope.
- Official score on the GMAT or GRE sent directly from the Educational Testing Service (ETS). You are also encouraged to submit an unofficial GMAT or GRE score copy if it is available. Test scores older than five years are not accepted. [GRE institution code: 4859, department code: 4201]
- Official score on the TOEFL sent directly from the ETS. The TOEFL is required for all applicants whose primary language is not English. Test scores older than two years are not accepted. A minimum of 600 (paper-based), 250 (computer-based), or 100 (internet-based) is required.

Official score reports must be received in the PhD Program office by the application deadline. Score reports generally take 6-8 weeks to reach us. Please note, this is in addition to the TOEFL requirement.

- Download, complete and return the [Diversity Fellowship Application Form](#) if applicable
- Self-evaluation essay questions
- Sample of writing skills (optional)
- Signature of applicant (Honor Pledge)

The completed application form and all supporting documents, except GMAT or GRE scores, TOEFL, TOEFL iBT and IELTS scores, should be mailed in one package to the fol-

lowing address. Do not send a duplicate copy of your application if you apply online.

**University of California, Irvine**  
**The Paul Merage School of Business**  
**PhD Program Office, Suite 418**  
**Irvine, CA 92697-3125**

#### **HEALTH INSURANCE (GSHIP)**

We provide one of the most comprehensive medical, dental, and vision plans in the nation for graduate students through our Graduate Student Health Insurance Program (GSHIP). GSHIP is convenient, with medical facilities available on campus.

#### **HOUSING**

UC Irvine guarantees an offer of on-campus housing to every full-time PhD student admitted for the Fall quarter. PhD students will be guaranteed housing for a term of one year less than normal time to degree for their academic program. This guarantee is the best offered among all UC campuses, and is a distinct program nationally.

Guaranteed housing offers will be made only to incoming students who file an application prior to the first quarter of their graduate study. Eligibility for on-campus housing is contingent upon maintaining full-time student status and satisfactory progress towards degree requirement.

Residents of California are assessed at a different tuition rate than non-residents, who are subject to a higher tuition rate, and an additional non-resident tuition fee.

The Graduate Student First Year Initiative (GFYI) provides a variety of resources that support the transitional and developmental needs of graduate students living in on-campus housing. GFYI offers community programs, online resources, and a monthly newsletter that helps students identify and utilize the full range of academic and non-academic resources available on the campus and the surrounding community. The GFYI also supports academic and personal development while helping students build social connections, both in their residential community and academically across the campus.



# Doctoral Program Fees and Financial Support

All graduate students must pay registration fees during each quarter of the academic year for the duration of the program of study. Registration fees for the doctoral program for 2007-2008 were \$10,715.50 per year for residents of California, and \$11,009.50 for non-residents. In addition, out of state students are subject to a non-residential tuition fee of \$14,694.00 per year, for a total non-residential cost of approximately \$25,703.50 per year. Additional information regarding the increase of fees for the 2007-2008 academic school year may be found on the Registrar site at: **reg.uci.edu/registrar**. A non-refundable application fee is required of all applicants (U.S. \$60.00 for domestic applicants; U.S. \$80.00 for international applicants).

All fees are subject to change without notice. Please check our website for updated financial information.

## FINANCIAL SUPPORT

Qualified students admitted to the Doctoral Program may be offered a three or four year support package covering tuition, fees and a living stipend. This support is provided through a combination of scholarships, teaching assistantships and research assistantships, subject to terms described in the acceptance letter.

Teaching and research assistantships are usually made available to qualified PhD students after the first year of study, and are contingent upon continuing satisfactory academic progress and employment performance. These appointments are for a maximum of half-time service (20 hours per week), and require registration as a full-time student. The PhD program is a full-time program of study. During the period of time

a student is receiving a full support package, employment outside UC Irvine should not be sought. Those who are not receiving full financial support will need to obtain the approval of their advisor and the PhD Program Director for employment outside the University.

UC Irvine subscribes to the agreement of the Council of Graduate Schools of the United States, under which successful applicants for awards of financial support are given until April 15 to accept or decline such awards.

In conformance with state law, applicants may not be given preferential treatment on the basis of race, ethnicity, gender, religion, or national origin.

## FINANCIAL AID REQUIREMENTS

In order to qualify for a financial support package all applicants whose primary language is not English are required to pass an oral English proficiency exam. Applicants can fulfill this requirement by passing one of the following exams:

- Test of English as a Foreign Language Internet-based Testing (TOEFL iBT) is administered by ETS in U.S. centers and abroad. A score of 26 or above in the Speaking portion is required. [TOEFL institution code: 4988, department: Graduate Management]
- International English Language Testing System (IELTS) is available in over 120 countries. A score of 8 or above in the Speaking portion is required.
- Spoken Proficiency English Assessment Kit (SPEAK) which is available at UC Irvine only after a student is admitted. A score of 50 or above is required.

## Next Steps

STEP 1 Visit our website at **merage.uci.edu/doctoralprogram** to download a PhD application.

STEP 2 Contact the PhD Admissions Office with any questions or comments regarding your application at [phd@merage.uci.edu](mailto:phd@merage.uci.edu) or 949.824.8318.

STEP 3 Submit your application by the January 4 deadline to:

**University of California, Irvine**  
**The Paul Merage School of Business**  
**PhD Program Office, SB 418**  
**Irvine, CA 92697-3125**