Ph.D.
<table>
<thead>
<tr>
<th>Table of Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean’s Message</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Areas of Concentration</td>
<td>4</td>
</tr>
<tr>
<td>Research Resources</td>
<td>7</td>
</tr>
<tr>
<td>Program Details</td>
<td>8</td>
</tr>
<tr>
<td>Admission Information</td>
<td>9</td>
</tr>
<tr>
<td>Students</td>
<td>11</td>
</tr>
<tr>
<td>Faculty</td>
<td>14</td>
</tr>
<tr>
<td>Alumni–Faculty Affiliations</td>
<td>16</td>
</tr>
<tr>
<td>Contact Information</td>
<td>17</td>
</tr>
</tbody>
</table>
“On April 5, 2005, we announced an extremely generous gift from philanthropist and innovator, Paul Merage. In his honor, the school now proudly bears the name, The Paul Merage School of Business. Our future is exciting. This marvelous gift will provide the margin of difference to transform our already excellent school into an extraordinary one.

Our ultimate goal is to be among the top 25 major research business schools in the country. The gift, a new vision for the school, and increased support for our scholars will help us continue to produce some of the most innovative and applicable research in the country.

Our faculty is world-class, thanks in part to the dynamic contributions of our Ph.D. students. Each year, our scholars are recognized among the top-ranked faculty. In 2003, BusinessWeek ranked our scholars 5th in the country for Intellectual Capital. In 2004, The Financial Times ranked our scholars 14th in the world. And in a recent University of Texas study, the Merage business school faculty was ranked 3rd in the country for research productivity relative to size.

The vision of The Paul Merage School of Business is to create leaders and scholars of strategic growth in the global “Innovation Economy.”

Successful organizations in the future will be well positioned to both anticipate and take advantage of change. They will have a forward-looking vision and will be organized to move rapidly as they react to new opportunities. The Paul Merage School of Business will follow the same strategy and will be positioned to anticipate and react quickly to the needs of the changing business environment. We instill this vision in how we run our degree programs, and inspire research excellence.

We invite you to join us on a remarkable journey as The Paul Merage School of Business transforms from a highly recognized school… to one of true distinction.”
The University of California, Irvine is a world-renowned research institution. In the last ten years, the university has produced three Nobel Prize winners: F. Sherwood Rowland in chemistry for his discovery of how chlorofluorocarbons destroy ozone in the earth’s atmosphere, Frederick Reines in physics for his contributions to the discovery of the antineutrino, and Irwin Rose in chemistry for his study of the deterioration of cells.

The Paul Merage School of Business follows this tradition of research excellence. Research is at the core of graduate education leading to doctoral degrees. Students have access to faculty researchers at the forefront of their fields and opportunities to participate directly in faculty research projects.

UC Irvine has created an academic environment that caters to the needs and requirements of the Ph.D. student. The size and intimate setting of the school means close attention is paid to doctoral students. Ph.D. candidates are expected to work closely with faculty members and, when appropriate, with outstanding faculty from other academic units on campus.

In addition, The Paul Merage School of Business is located in the heart of the Irvine/Newport Beach Community—an area that is one of the safest and most culturally diverse in the world. The campus is conveniently located just minutes from John Wayne International Airport and about one hour from Los Angeles International Airport.
Areas of Concentration

**ACCOUNTING**
The Accounting Ph.D. program focuses on accounting methods and their impact on organizational issues such as management, earnings, and firm performance. Students examine principal theories, methodologies, and various effects of accounting practices. Because the field of accounting is so broad, the program is highly individualized to allow students to pursue their own areas of interest. Previous studies have included the impact of organization factors on managerial resource allocation decisions, the effects of ambiguous information on capital budget decisions, the impact of compensation on firm performance, the effects of information technology on the field of accounting, and the impact of accounting standards on stock prices.

**FINANCE**
The Finance Ph.D. program allows candidates to engage in research on a breadth of finance topics. Among possible areas of study are corporate finance, international finance, derivatives, financial risk management, executive compensation, and capital markets. Professor Philippe Jorion is editor-in-chief of the *Journal of Risk*. Professors Nai-fu Chen and Neal Stoughton are editors of the *International Review of Finance*.

**INFORMATION SYSTEMS**
The Information Systems Ph.D. program concentrates on learning and contributing to our understanding of the complex interplay between IT, organizations, and markets—and in particular on the role of IT in creating a competitive advantage for firms, in improving the operations of organizations, and on 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), a multidisciplinary Industry/University Cooperative Research Center, and one of only two such centers sponsored by the National Science Foundation in business schools. Information technology is a strategic focus for The Paul Merage School of Business, and students have access to one of the most sophisticated IT infrastructures among U.S. business schools. Nearly all accepted doctoral students receive fellowships, participate in school-wide and area seminars, and work with faculty on research projects in areas such as electronic commerce, electronic marketplaces, returns to IT investments, IT governance, outsourcing, and the globalization of IT production and use.

**MARKETING**

The Marketing Ph.D. program focuses on studying the foundations and most recent advances in marketing theory and their applications 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.

**OPERATIONS AND DECISION TECHNOLOGIES**

The Operations and Decision Technologies Ph.D. program is designed to provide students with the scientific 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 to allow 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.

**ORGANIZATION AND STRATEGY**

The Organization and Strategy Ph.D. program offers a broad exposure to theory and research on micro and macro levels of organizational behavior, and business strategy. Micro-organizational behavior includes topics such as cross-cultural management, power and influence, negotiation processes, team and interpersonal processes, organizational change, organizational commitment, work motivation, and leadership. Organization theory (macro-OB) addresses contemporary theories about organizations (i.e., community and population ecology, institutional theory, organizational learning and decision making) and applies them to research problems like the determinants of new organizational foundings, growth, adaptation, design, performance, survival, and evolution. Strategic management emphasizes the determinants of firm performance, including industry structure and competition, organizational resources assessment, the nature and sources of competitive advantage, the role of top management, corporate restructuring, and global strategy.
This is an excellent place to get involved in research and find out what you really want to do. Rigorous coursework certainly builds the foundation, but it is the interaction with world-class faculty and exceptional students that really differentiates The Paul Merage School of Business. The very favorable student-professor ratio makes the task of starting the research agenda much easier. For me, being an ODT doctoral student, I enjoy the unique flavor of The Paul Merage School of Business as a fantastic academic world. More importantly, everything is possible here.”
LIBRARY

UC Irvine libraries serve the information needs of students, faculty, staff, and community members at three major library facilities—the Main and Science libraries on the Irvine campus and the Medical Center Library in Orange. In addition to more than two million volumes and 19,000 active subscriptions in these three libraries, students and faculty have access to additional material at libraries around the world. The UC library system is integrated and available for a student at any UC campus to access and request information from any other campus library in the system.

For further information on the libraries, visit the web site: www.lib.uci.edu.

BUSINESS COMMUNITY

The business community surrounding UC Irvine is a living, breathing, cutting-edge, business laboratory. Orange County exports over $2 billion worth of goods to Mexico, $968 million to Japan, $942 million to Canada, $613 million to Taiwan, $462 million to the United Kingdom, $480 million to South Korea, $326 million to Hong Kong, and $255 million to France. In fact, if Orange County were a country, it would have a Gross National Product ranked 39th in the world, ahead of Finland, Thailand, Ireland, and Greece.

The Paul Merage School of Business has close ties to some of the most prominent businesses in Orange County. These ties allow not only connections in the business world, but opportunities for hands-on research. Through faculty and school associations with local corporate headquarters, the Paul Merage School of Business enables unique research opportunities for its doctorate students and faculty alike.

Learn more about the Irvine and Orange County business community through the Orange County Business Journal. Visit the web site: www.ocbj.com.

“I appreciated the mentoring relationships that professors develop with Ph.D. students. The program prepares students for publishing in academia better than many programs.”

Amy Randel, Assistant Professor of Management
Wayne Calloway School of Business
Wake Forest University
Program Details

The doctoral program reflects the school’s philosophy that a broad and cross-functional orientation is necessary to appreciate complex business problems that extend beyond the narrow confines of a particular discipline. Therefore, students are encouraged to develop interdisciplinary research topics. Students planning academic careers can take advantage of teaching opportunities, along with instruction in teaching techniques that are especially effective in management education. Within the general field of management, many disciplines and technologies are appropriate for advanced study. The doctoral program is divided into two phases—qualification and dissertation.

QUALIFICATION (PHASE I)

The Qualification Phase provides students with a general exposure to their area of specialization, the discipline of management, and methodological tools. The doctoral program curriculum is based on a flexible “menu” system, consisting of two menus of courses—one for research methods and one for theoretical breadth courses.

Coursework requirements are approved by the faculty from the student’s area of specialization. Before advancing to candidacy, students also are required to complete four breadth courses on the school-wide menu and the theoretical menu, outside the student’s major field. During the Qualification Phase, students acquire the knowledge necessary to conduct original research and scholarship including:

• Knowledge of research, theory, and key issues in the major subfields in the area of specialization.
• The appreciation of critical analytic abilities relevant to the area of specialization.
• Research methods relevant to the area, including both knowledge of methods and a demonstration of the capacity to use the methods.

To advance beyond the Qualification Phase, students must complete all required coursework, a written preliminary examination, and a formal oral qualifying examination. The duration of this phase can be nine academic quarters, or three calendar years, inclusive of summer quarters.
DISSERTATION (PHASE II)

The Dissertation Phase requires the completion of a significant original research project and a dissertation which demonstrates the candidate’s creativity and ability to launch and sustain a career in research. The type of research project selected is an important determinant of the amount of time a student will spend in this phase. Upon approval of the dissertation and final examination (dissertation defense), the student’s doctoral committee recommends the conferral of the degree. The Dissertation Phase is expected to take 12 to 18 months, and the entire doctoral program is expected to take four years.

REQUIRED COURSEWORK

In addition to the coursework requirements agreed upon by the faculty from the student’s area of specialization, students will be required to complete at least two courses from the Theoretical Breadth Menu and/or Ph.D.-level theory seminars outside the student’s major field before advancing to candidacy. In addition to the required courses, the advisor may ask a student to take additional courses to gain further expertise in the area.

What I most remember about the time I spent in graduate school [at UCI] are the close, encouraging work arrangements I had with faculty and the everyday reciprocity and warmth that characterized those relationships. The transition from graduate school to a tenure-track university job is sometimes said to be a painful “exit from Eden,” but coming from UCI certainly eased my own casting out process. Upon taking my degree I felt eager and ready to make my way in the larger research world. The reality shock on “exiting Eden” turned out to be slight, for I had been living in this larger research world for some time already.”

John Van Maanen
Erwin H. Schell Professor of Organization Studies,
MIT Sloan School of Management
The doctoral program in Information Systems at UC Irvine’s Paul Merage School of Business provides an opportunity for graduate students to conduct research with and be taught by some of the top IS professors in the field. The program also nurtures an environment of collaboration and support among both students and faculty. We are lucky to have the Center for Research on IT and Organizations on our campus, one of the best of its kind, where we are exposed to IS research from excellent researchers from many different disciplines, including The Paul Merage School of Business.”
The Students

Merage doctoral candidates are becoming known for their research, similar to the faculty that mentor them. Current students have been published several times and continue the tradition of strong research and publishing initiatives. Some recent publications of doctoral candidates:

**DIPAYAN BISWAS**


**ANITZA ROSS GRUBB**


**DALE GANLEY**


**XIN (SEAN) XU**


**GUANGZHI (TERRY) ZHAO**


For a more in depth look at recent dissertation topics, visit the website: [www.merage.uci.edu/AcademicPrograms/DoctoralProgram](http://www.merage.uci.edu/AcademicPrograms/DoctoralProgram)
Student Awards & Honors

JASON DEDECK

Awards:
- Hawaiian International Conference on System Science, Best Track Paper, 2001
- Allison Award for outstanding academic performance, Graduate School of International Relations/Pacific Studies, 1990

Individual grants and fellowships:
- Tinker Foundation research grant, 1989
- Department of Education Title VI Latin American Studies Fellowship, 1988-1989
- California Regents and IR/PS Fellowships, 1987-1988

MERLYN GRIFFITHS

Fellowship:
- Faculty Student Mentor Fellowship, University of California Irvine (2002-2003)

Award:
- 2005 American Marketing Association Doctoral Consortium Fellowship

TOM MOLITERO

Honors and Awards:
- 2004-2005 Chancellor’s Club Fellowship (University of California, Irvine)
- Finalist, 2004 INFORMS Organization Science Dissertation Proposal Competition
- 2004 Booz Allen Hamilton/SMS Ph.D. Fellowship (Strategic Management Society)
- 2004 Ray Watson Fellowship (Graduate School of Management, University of California, Irvine)
- TIMS/OCIS Doctoral Consortium Participant (Academy of Management Meeting, 2002)

LIANGYAN WANG

Fellowships and Awards:
- 2003-2004 Regent Fellowship, The Paul Merage School of Business, University of California, Irvine
- 2003 Demographic and Social Analysis Fellowship, University of California, Irvine
- 2002 Demographic and Social Analysis Fellowship, University of California, Irvine
- 1997 Japanese Government Scholarship for Chinese, Aichi Shukutoku University, Nagoya, Japan
- 1994 Excellent Graduate Award, Nanjing Normal University, Nanjing China

SEAN XU

Awards:
- ICIS Best Paper Award (conference theme), the 24th International Conference on Information Systems (ICIS), Seattle, Washington, 2003
  (out of 600 papers)
- Winner of the eBRC Doctoral Award Competition sponsored by SAP America and the eBusiness Research Center (eBRC) at Penn State University ($7,500 research grant), 2003
- ICIS Best Paper Award (conference theme), the 23rd International Conference on Information Systems (ICIS), Barcelona, Spain, 2002 (out of 526 papers)

SAYANTANI MUKHERJEE

Honors:
- American Marketing Association Doctoral consortium fellow
  June 2004

DANTE PIROUZ

Fellowship:
- Faculty Student Mentor Fellowship, University of California, Irvine (2005-2006)
The Ph.D. program at The Paul Merage School of Business left me well-prepared for the research that I conduct, which concerns the business value of information technology. Management courses were supplemented by those in the economics department. The result has served me well in terms of research methodologies and problem identification. The quality of faculty was probably the most important part of choosing a school. The faculty at The Paul Merage School of Business publish in top journals and create that expectation, which is a very good thing.”
Faculty

Scholars at the school are visible leaders in their fields. 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.

The faculty at The Paul Merage School of Business specializes in a wide variety of fields. The school’s Ph.D. program structure allows the students to specialize in their own areas of study, although close interaction between the faculty and the doctoral candidates allows the areas of concentration to align with the faculty’s specialties. Faculty specialties include: Accounting, Finance, Information Systems, Marketing, Organization and Strategy, and Operations and Decisions Technology.

- **Andrew J. Policano**
  Dean and Professor, Economics & Public Policy, Ph.D., Brown University
- **Dennis J. Aigner**
  Professor, Economics & Public Policy, Ph.D., University of California, Berkeley
- **Christine M. Beckman**
  Assistant Professor, Organization & Strategy, Ph.D., Stanford University
- **Kristin M.J. Behfar**
  Assistant Professor, Organization & Strategy, Ph.D. Cornell University
- **David H. Blake**
  Professor, Organization & Strategy, Ph.D., Rutger—The State University of New Jersey
- **Philip Bromley**
  Professor, Organization & Strategy, Ph.D., Carnegie-Mellon University
- **Thomas C. Buchmueller**
  Professor, Economics & Public Policy, Ph.D., University of Wisconsin-Madison
- **Reynold E. Byers**
  Assistant Professor, Operations and Decision Technologies, Ph.D., University of Rochester
- **Christopher (Kitt) S. Carpenter**
  Assistant Professor, Economics & Public Policy, Ph.D., University of California, Berkeley
- **Nai-Fu Chen**
  Professor, Finance, Ph.D., University of California, Berkeley, and Ph.D., University of California, Los Angeles
- **Vidyanand Choudhary**
  Assistant Professor, Information Systems, Ph.D., Purdue University
- **Imran S. Currim**
  Professor, Marketing, Ph.D., Stanford University
- **Sanjeev Dewan**
  Associate Professor, Information Systems, Ph.D., University of Rochester
Now that I am beginning to think about my own research streams, the fact that I am being trained and mentored by faculty who have created groundbreaking, published research is extremely powerful. As I look forward to my own prospects as a future researcher, I know that my affiliation with the faculty, who are all prolific and well-cited researchers, will give me the experience and discipline needed to some day develop good work of my own.”

Dante Pirouz, Current Student
Alumni-Faculty Affiliations

The goal of The Paul Merage School of Business’s Ph.D. program is to train and educate research and teaching professionals for premier institutions around the world. Our graduates have been placed in such reputable schools as:

- Arkansas Tech University
- Bentley College
- Boston College
- Cal Poly, Pomona
- California State University Long Beach
- California State University Los Angeles
- California State University Northridge
- California State University San Jose
- College University de Hearst, Ontario
- Cornell University
- Dartmouth College
- Duke University
- George Mason University
- Georgetown University
- Indiana University
- Loyola Marymount, Los Angeles
- Massachusetts Institute of Technology
- Moorhead State University
- National Sun Yat-Sen University, Taiwan
- New Jersey Institute of Technology
- New York University
- Ohio State University
- Pacific Union College
- Pepperdine University
- Rochester Institute of Technology
- Rowan University, New Jersey
- San Diego State University
- Simon Fraser University, Canada
- State University of New York, Oneonta
- Texas A&M University
- University College, Dublin, Ireland
- University of Colorado, Boulder
- University of Colorado, Denver
- University of Arizona
- University of Arkansas at Fayetteville
- University of Akron
- University of California, Los Angeles
- University of Central Florida
- University of Cincinnati
- University of Illinois, Urbana-Champaign
- University of Massachusetts at Boston
- University of Michigan
- University of Minnesota
- University of New South Wales, Australia
- University of Oregon
- University of San Diego
- University of San Francisco
- University of Southern California
- University of Texas, Austin
- University of Texas, Pan American
- University of Texas, San Antonio
- University of Victoria, BC, Canada
- University of Washington
- Wake Forest University

Along with the faculty positions mentioned, our alumni have taken positions in various business communities, as corporate executives and business consultants.

“...I was fully encouraged and immediately empowered to develop my own research stream... UC Irvine provided the best approximation of and preparation for my academic career.”

Steven M. Sommer
Ph.D. – Organizational Behavior 1989
Past President – Western Academy of Management

The Paul Merage School of Business fuels impactful research: Faculty ranked 14th worldwide by Financial Times.
Contact Information

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EXPENSES AND FINANCIAL SUPPORT
For further information
please visit the website:
www.merage.uci.edu/AcademicPrograms
/DoctoralProgram