

Doctoral Program in Business

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Program Overview

The Doctoral Program in Business is one of 34 doctoral programs offered by the Graduate Center of The City University of New York (CUNY). It is located at Baruch College, a senior college in the CUNY system. Baruch's Zicklin School of Business is one of the most respected in the United States. The Doctoral Program in Business seeks to educate researchers and teachers who will contribute to the development and dissemination of knowledge in the business disciplines. The program is selective and small. Students number about 90 and together with our doctoral faculty of 75 create a student-faculty ratio that fosters learning and original research. Many students present papers and publish articles before graduation.

Students specialize in one of five business areas currently admitting students: accounting, finance, information systems, marketing, or management. We welcome students who will dedicate themselves to full-time study in order to prepare for careers in the academic profession. More than 95 percent of our graduates are placed in academic positions upon completion of the program.

On June 24, 2013 the Board of Trustees for the City University of New York approved the establishment of a joint Business Ph.D. program that henceforth will have Baruch College conferring the degree together with the Graduate Center. [The joint Ph.D. degree](#) in business will begin this upcoming academic year.

Program Structure

The Doctoral Program in Business is designed to educate researchers and teachers who will contribute to the development of new management concepts and new solutions to the complex problems facing industrial and public organizations. Graduates of the program are employed as college or university faculty members in business disciplines.

Five specializations make up the doctoral program in business currently admitting students: Accounting, Finance, Information Systems, Marketing, and Management.

We encourage applicants to familiarize themselves with our website before scheduling an appointment. Applicants interested in meeting with the Executive Officer or one of our area coordinators must make an appointment via email phd.program@baruch.cuny.edu and include a current resume, transcripts and provide a copy of their GMAT or GRE score for evaluation (Unofficial copies are fine).

Please click the links below for each specialization's faculty and courses.

- [Accounting](#)
- [Finance](#)
- [Information Systems](#)
- [Marketing](#)
- [Management](#)

Areas of Specialization

ACCOUNTANCY

- [For additional program information see the Zicklin School website](#)

The specialization in accountancy is designed to educate the future accounting researcher and teacher in conceptual and empirical development and applications. The program encompasses in-depth study of the entire field of accounting.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

Below is a sample outline for full-time students to complete the PhD program over three years, or six semesters (not including dissertation requirements). Courses offered vary by semester. Students meet with their academic area coordinator to discuss their course schedules.

Year One	
Fall Semester	
ECO 82100	Econometrics I
ACC 70700	Current Acct Thry & Problems
STA 70000	Statistical Analysis for Business Decision
ECO 82000	Econometric Theory
Spring Semester	
ACC 70600	Financial Statement Analysis and Reporting
FIN 81000	Corporate Finance Theory
or	
FIN 83000	Capital Markets and Portfolio Theory
Elective	
Elective	
Summer Semester	
Begin Research Paper	
Year Two	
Fall Semester	
ACC 80200	Empirical Research in Accounting
ECO 70100	Microeconomic Theory
Spring Semester	
ACC 82200	Advanced Empirical Research
ACCT 80400	Current Issues in Auditing
ECON 82300	Applied Micro Economics
Elective	
Summer Semester	

Finish Research Paper (First Examination)	
Year Three	
Fall Semester	
ACC 70000	Seminar in Empirical Accounting
Comprehensive Examination (Second Examination)	
Spring Semester	
Dissertation	
Summer Semester	
Dissertation	
Year Four	
Fall Semester	
Dissertation	
Spring Semester	
Dissertation	

Electives

- ACC U70700 Contemporary Accounting Topic
- ACC U80300 Current Issues in Managerial Accounting
- ACC U80400 Current Issues in Auditing
- ACC U81200 Empirical Research Methods

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination.

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

FINANCE

- [For additional program information see the Zicklin School website](#)

The doctoral specialization in finance is designed to prepare qualified candidates for academic careers in teaching and research and for advanced-level research positions in industrial and financial organizations. The program is intensive and analytical in nature, relying heavily on the economics and quantitative disciplines for its foundations. Students interested in research in the field of real estate would take most of their course work in the finance specialization.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

The Ph.D. coordinator works with doctoral students to tailor the academic program to suit their research interests and educational backgrounds. A typical student would follow the timeline and take most of the courses listed below.

The electives could be courses from various fields of economics, specialized econometrics and statistics courses, courses in real analysis and stochastic processes, accounting courses.

Year One	
Fall Semester	
ECO 82000	Econometric Theory
ECON 70100	Microeconomic Theory I
ECON 82100	Econometrics I
ECON 83000	Financial Markets/Instruments
Spring Semester	
ECON 70200	Microeconomic Theory II
ECON 82200	Econometrics II
FIN 77000	Internat Fin Mrkts/Institutns
FIN 81100	Corporate Finance Theory
Summer Semester	
Begin Research Paper	
Year Two	
Fall Semester	
FIN 81000	Corporate Finance Theory
FIN 89000	Options Markets
Elective	
Spring Semester	
ECON 82300	Applied Microeconometrics
FIN 83200	Sem Cap Mrkts/Portfolio Theory
FIN 85700	Sem in Financial Institutions
Summer Semester	

Comprehensive Examination	
Year Three	
Fall Semester	
Elective	
Elective	
Spring Semester	
Elective	
Elective	
Year Four	
Fall Semester	
Dissertation proposal	
Spring Semester	
Dissertation	
Year Five	
Fall Semester	
Job Market	
Spring Semester	
Dissertation Defense	

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First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination.

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

INFORMATION SYSTEMS

- [For additional program information see the Zicklin School website](#)

The information systems specialization is designed to prepare information systems scholars for careers as researchers and educators in university programs, as well as information systems professionals in industry. This program builds upon a firm technical foundation in such areas as programming, database management, telecommunications, and systems analysis and design. It provides students with a strong grounding in information systems research methodology and the current state of information systems research in such areas as electronic markets, e-commerce, global information systems, information retrieval, intelligent systems, financial information systems, information economics, and computermediated communication systems, among others.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

Below is a sample outline for full-time students (with prior Masters degree) to complete the PhD program over four years. Courses offered vary by semester. Students meet with their academic area coordinator to discuss their course schedules.

Year One	
Fall Semester	
BUS 88500	Research Methods I
CIS 86000	Information Systems Research Seminar
STA 70000	Statistics I
STA 70050	Statistics II
Spring Semester	
STA 70500	Multivariate Analysis
CIS 84000	Special Topics in IS: Virtual Communities and Teams
CIS 84000	Special Topics in IS: Qualitative Research
BUS 87200	Organizational Theory
Year Two	
Fall Semester	
First Examination	
STA 70500	Structural Equation Modeling
CIS 84000	Special Topics in IS: Information Economics
CIS 84000	Special Topics in IS: Behavioral Research
Elective	
Spring Semester	
CIS 84000	Special Topics in IS: Sourcing Strategies
CIS 84000	Special Topics in IS: Systems Development
Elective	
Elective	

Year Three	
Fall Semester	
Second Examination	
Spring Semester	
Dissertation Preparation	
Year Four	
Fall Semester	
Dissertation Proposal Defense	
Spring Semester	
Dissertation Defense	

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination. To read the revised procedures for the comprehensive examination [click here](#).

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

MARKETING

- [For additional program information see the Zicklin School website](#)

Marketing involves the development and distribution of goods and services throughout an economy. Course work and seminars in this specialization concentrate on consumer behavior theory, international marketing, attitude and communications research, cross-cultural consumer research problems, marketing strategy, theory development, and research design. The marketing specialization is designed for students with prior training in the humanities, natural sciences, social sciences, or business disciplines. Graduates of the program find employment teaching consumer behavior, marketing, and marketing management.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

The program comprises of two years of course work (Year 1 and Year 2), followed by two years of dissertation work (Year 3 and Year 4).

Year One	
Fall Semester	

BUS 88500	Research Methods I
MKT 88800	Currenting Marketing Problems
STAT 7000	Statistics I
STAT 70050	Statistics II
Spring Semester	
STAT 70500	Multivariate Analysis
MKT 70100	Research Methods
MKT 88000	Culture and Individual Differences
MKT 88800	Values, Ethics and Consumption Behavior
Year Two	
Fall Semester	
First Examination	
MKT 88000	Current Marketing Problems
MKT 88800	Marketing Models
Elective	
Elective	
Spring Semester	
MKT 88000	Consumer Behavior
MKT 88800	Consumer Behavior and Behavioral Decision Making
MKT 70100	Research Workshop
Elective	
Year Three	
Fall Semester	
Second Examination	
Spring Semester	
Dissertation	
Year Four	
Fall Semester	
Dissertation	
Spring Semester	

Dissertation	
Year Five	
Fall Semester	
Dissertation	
Spring Semester	
Dissertation Defense	

The Examinations: In the accountancy, finance, information systems, and marketing specializations, the first examination consists of a position paper. In management the Second Examination comes first.

First Examination: The First Examination must be taken before the completion of 45 credits. The examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

Second Examination: The Second Examination, conducted in the student's area of specialization, is in two parts: (1) a written examination or a research paper and (2) an oral examination, conducted by three faculty members from the student's area of specialization. The choice of research paper versus written examination varies by specialization. In specializations where the First Examination is a research paper, the Second Examination is a written examination. In both cases, the student has two opportunities to pass the second examination.

Dissertation Proposal: Students must make public presentations of their proposals. All members of the student's dissertation committee must be present at this public presentation and must sign a form to that effect. Generally, the area coordinator schedules the proposal presentation at the advisor's request and invites all students and faculty in the department. In order to facilitate attendance by students and faculty, the public proposal presentation cannot be scheduled during the summer months.

Dissertation Defense: The student should notify the doctoral program office four weeks prior to the dissertation defense so that the office can, in turn, notify the Graduate Center. As of 2001, all dissertation defenses are to be open to the public. However, they may be scheduled during the summer. The defense can have one of four possible outcomes: pass, fail, major revisions, or minor revisions. The entire committee must review and sign off on major revisions whereas the advisor alone reviews minor revisions. *(Above information is adopted from Faculty Handbook).*

MANAGEMENT

- [For additional program information see the Zicklin School website](#)

The doctoral program in Management is a highly selective full-time program that trains students for academic careers in the areas of Entrepreneurship, Organizational Behavior, and Strategy. One of the key strengths of this program is its breadth. Students are encouraged to work with faculty beginning in their first semester, and to explore the diverse array of theories, problems, and methods being studied. We encourage students to identify their own research interests through coursework and collaboration with our faculty. Students are expected to complete the program in 4 years.

The program admits students with excellent academic backgrounds, competitive GMAT or GRE scores and strong verbal and written communication skills. Applicants must have an undergraduate degree prior to entering the program. For details regarding admission requirements, financial support and the admission process, please see our [Admissions](#) page.

Each student is required to complete 60 credits of Graduate work. For students with a Masters degree transfer credits can be provided. For students who do not have a Masters degree and are unable to obtain transfer credits, selected MBA classes can be taken to earn an en-route MBA.

Below is a sample outline for full-time students to complete the PhD program over three years, or six semesters (not including dissertation requirements). Courses offered vary by semester. Students meet with their academic area coordinator to discuss their course schedules.

Year One	
Fall Semester	
BUS 87201	Organization Theory
BUS 88500	Research Methods I
MGT 74300	Strategic Management

STAT 70000	Statistics I
STAT 70050	Statistics II
Spring Semester	
MGT 88000	Theories of Entrepreneurship
MGT 88000	Special Topics in OB: Personality in Organizations
MGT 88000	Personality in Organizations
STAT 70500	Multivariate Analysis
	Philosophy of Science
Year Two	
Fall Semester	
MGT 88000	Practical Development Sem
PSYC	Organizational Psychology
PSYC 76000	Research Methods II
	Teaching Seminar
Spring Semester	
MGT 88000	Special Topics in Entrepreneurship: Community Economic Development
MGT 88000	Special Topics in Strategy: Cross-cultural Management
Elective	
Elective	
Summer Semester	
Begin Research Paper	
Year Three	
Fall Semester	
Second Comprehensive Examination	
Spring Semester	
Dissertation Proposal Defense	
Summer Semester	
Dissertation	
Year Four	
Fall Semester	

Dissertation	
Spring Semester	
Dissertation Defense	

Grades and Examinations

Students must maintain a B average while in the program. An incomplete grade (INC) must be resolved within two semesters. Students with two or more incompletes cannot be considered to be making satisfactory progress toward the degree and will not be eligible for financial aid.

The three major examinations of the Doctoral Program in Business are the first examination, second examination, and final examination (dissertation defense). The first examination consists of (1) a research paper or a written examination and (2) an oral examination conducted by three members of the faculty.

The second examination is in two parts: (1) a written examination or a research paper and (2) an oral examination. The choice of research paper versus written examination varies by specialization. In specializations where the first examination is a research paper, the second examination must include a written examination. In specializations where the first examination is a written examination, the second examination must include a research paper. Both the first examination and the second examination may be taken a maximum of two times.

DISSERTATION

Within one semester after successfully completing the second examination, the candidate should submit an acceptable dissertation proposal to his or her dissertation committee and defend it publicly. Registration must be maintained until the completion of the dissertation.

The final examination is a defense of the student's dissertation. A committee of three faculty members, two of whom must be members of the faculty in business, and an outside reader will determine its acceptability as a contribution to knowledge in the discipline.

Admission Qualifications

A graduate degree and practical experience in business are not prerequisites for admission to the program. The program is full time. Students are admitted for the fall semester. January 15 is the application deadline.

Applicants are required to submit the results of the Graduate Management Admission Test (GMAT). In addition, two letters of academic reference, writing sample, and statement of purpose are required.

En Route MBA

A student in good academic standing is eligible for an MBA after completing 45 credits of course work, including at least one course in accounting, finance, marketing, and organizational behavior and human resources; passing the preliminary research paper; and writing an acceptable major paper in a doctoral seminar. The student may apply for the degree en route by writing to the executive officer and requesting it. The degree is conferred by Baruch College.

Financial Assistance

Financial aid for full-time doctoral matriculants is available in the form of fellowships, grants, part-time and full-time teaching positions, and research assistantships.