

## Summary

### Program title: PhD in Business Administration

The primary aim of the PhD program in Business Administration at CEU Business School is to produce graduates who will have academic careers dealing with a diverse range of business subjects and challenges, teaching and conducting research. There will be a particular emphasis in this program on specific academic competencies that exist within CEU Business School, such as innovation/entrepreneurship, business and society, and advanced general management (including management and strategy). A particularly favorable target audience for this program comprises PhD applicants from and/or having interest in bringing best management thinking and research to business schools and other relevant academic units in institutions of higher education located in emerging and transitional economies, including Central and Eastern Europe (CEE). A key set of outcomes that will be associated with this program will be the success of our PhD graduates in teaching and conducting research in business associated with emerging economies. The likely career path of our PhD graduates, therefore, will be largely within faculties of business schools mostly associated with these regions.

### Program Structure

The proposed PhD Program comprises 62 credits. It consists of three main phases: 1) **Foundations**, i.e. the acquisition of fundamental knowledge in theory and methodological applications and fundamental scholarship in the core fields of business administration, 2) **Specialization**, development of the PhD candidates' specific scholarly interests in and among *Tracks* that the Program offers, and 3) **PhD Dissertation**, milestones involving in-depth research formulation, implementation and publication on a research topic. The standard duration of the program is four years.

### Purpose, Goals, and Objectives

PhD Programs in Business or Management are flourishing worldwide. However, most such programs are still largely in North America with growth taking place in Western Europe and in parts of Asia, e.g. Singapore and Hong Kong. A major accreditation body, the AACSB, reported in 2010, "While evidence suggests that markets [for business PhDs] are growing, cross-border recruitment appears to be driven by more than local gaps in supply and demand." In established markets, e.g. the US, a wave of retirements now has created opportunities for younger academic business school faculty. In addition, there is growing opportunity for business PhDs globally, especially in emerging markets. The *Wall Street Journal* reported in late 2011, "While thousands of new schools have opened around the world in recent years, the number of new PhDs in business subjects has held relatively steady, and many schools are now facing a serious shortage of well-qualified faculty." The Graduate Management Admission Council reported in 2012, "In 2012, the majority of PhD programs in business (61%) reported increased application volume as well, in contrast to 2011 when only 33 percent of PhD programs reported increased applicant volume." AACSB estimated that 2012 PhD shortages in the US amounted to 2,400. The generally high level of starting faculty salaries in business also indicate continued shortages. In

spite of this growth of PhD programs, there is still an absence in the CEE and other nearby regions.

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## **Background: CEU Business School**

### Central European University

Established in 1991 by George Soros, Central European University is an internationally recognized institution of post-graduate education, originally focusing on the social sciences and humanities. At present, the University has expanded its academic domain to include such fields as network science, cognitive science, and environmental sciences.

Beginning with 100 students in its first year in Prague, CEU has grown rapidly over the years. Due to the political and social upheaval in South-Eastern Europe in the early and mid-90s, CEU abandoned its initial plan of opening branches in Dubrovnik, Prague and Warsaw in favor of one location in Budapest. With more than 130 permanent faculty from 35 countries and over 1,500 students from more than 100 countries of five continents, CEU provides its students with access to a diverse range of Master's and Doctoral programs.

Central European University is organized as an American graduate institution and is governed by a Board of Trustees. It was incorporated in the State of New York. The university was chartered in the State of New York in 1992 (an absolute charter was granted by the Board of Regents of the New York State Education Department in 1996).

In the United States, CEU is accredited by the Middle States Commission on Higher Education. An important aspect of CEU is its commitment to furthering the concept of the Open Society. This overarching mission has an impact on all academic units, including CEU Business School.

### Central European University (CEU) Business School

Central European University (CEU) Business School educates leaders and entrepreneurs who transform the organizations they work with, or in, into innovative, responsible entities that bring

value to the world. CEU Business School graduates make organizations engines of jobs and market growth in emerging and established economies and in underserved regions. CEU Business School was established in 1988 as the International Management Center (IMC) by a group of benefactors, including George Soros and Hungarian entrepreneur Sándor Demján. It was the first educational institution in Central-Eastern Europe to train managers by offering a western graduate business program leading to an MBA degree from prestigious business schools in Western Europe and North America with which it had dual degree programs.

Between 1988 and 1995, the School offered the first year of a residential MBA program in Budapest, while the second year was taken at leading North American (e.g. Pittsburgh, Tulane, Emory, Vanderbilt and York) or Western European (e.g. Manchester in the UK and Nijenrode in Holland) business schools. Between 1996 and 2002, the Business School had an exclusive joint MBA degree-granting relationship with the Weatherhead School of Management of Case Western Reserve University in Cleveland, an AACSB-accredited program. Since 2002, when the School became an integral part of Central European University, it has conferred its own MBA degree, which is registered by the New York State Education Department (NYSED).

CEU Business School offers several NYSED-registered degree programs as well as non-degree executive education programs. Among the degree programs are: Master of Business Administration in Management (Executive and Full-Time format), International Master's in Management MBA, Master of Science in Finance, Master of Science in Information Technology Management, and Master of Science in Business Analytics.

In 2011 it received the European CEO Global Business Education Award for being "The Most Innovative Business School in Central and Eastern Europe". In 2013 international and regional employers ranked CEU Business School the #1 business school in Central Europe (according to QS TOPMBA.com).

## **Program outline**

The PhD Program comprises 62 credits. It comprises three main phases: 1) **Foundations**, i.e. the acquisition of fundamental knowledge in theory and methodological applications and fundamental scholarship in the core fields of business administration, 2) **Specialization**, development of the PhD candidates' specific scholarly interests in and among *Tracks* that the Program offers, and 3) **PhD Dissertation**, milestones involving in-depth research formulation, implementation and publication on a research topic. The standard duration of the program is four years.

During Year 1 theory and methodological applications and fundamental scholarship in core fields are studied in courses and tailored academic activities. In addition, PhD seminars and an end-of-the-year Comprehensive Examination provide PhD candidates with the opportunity to consolidate their knowledge of the relevant theoretical and methodological approaches and fundamental scholarship in order to provide an intellectual foundation for further academic work.

Year 2 is focused on developing PhD candidates' research interests, usually in one of the three tracks offered by the Program: **Technology, Innovation and Entrepreneurship; Business, Governance and Society; and Management and Strategy**. This is achieved by: 1) gaining a

specialized knowledge of the subjects through dedicated courses, 2) combining courses among tracks in order to achieve a rich and more comprehensive perspective of business scholarship, and, 3) gaining experience in teaching and in producing an independent publishable research paper, often in collaboration with faculty members.

The first Term of Year 3 is dedicated to the PhD Dissertation proposal, during which time the PhD candidate will discuss with a selected PhD Dissertation Supervisor and a selected PhD Dissertation Committee ideas for the research proposal, its feasibility and impact on research and applications to business. The PhD candidate will also collaborate with a faculty member in producing a publishable research paper.

More generally during Years 3 and 4 the PhD candidate will dedicate extensive time to research and PhD Dissertation writing, as well as participate in a small number of dedicated PhD seminars. Submission of the final draft PhD Dissertation and the Dissertation Defense are expected to take place by the end of Year 4.

**Table 1. Standard Business School PhD Program Structure** (in parenthesis the number of credits)

(Please note that Table 1 represents a standard structure for the program. This can be customized if needed to accommodate the experience and academic preparation of the student)

<p align="center"><b><u>YEAR 1</u></b> <b><i>FOUNDATIONS</i></b> <b>Term 1</b></p>	<p align="center"><b><u>YEAR 2</u></b> <b><i>SPECIALIZATION</i></b> <b>Terms 3-4</b></p>	<p align="center"><b><u>YEARS 3-4</u></b> <b><i>PhD DISSERTATION</i></b> <b>Term 5</b></p>
<ul style="list-style-type: none"> <li>• <b>Microeconomics Policy</b> (4)</li> <li>• <b>Macroeconomics Policy</b> (4)</li> <li>• <b>Core Literature in Marketing</b> (2)</li> <li>• <b>Qualitative Research Methods</b> (2)</li> </ul>	<p><b><i>Track 1: Technology, Innovation and Entrepreneurship</i></b> <i>Comprehensive Track Seminar (8 credits) on scholarship and research in: Technology, Innovation and Entrepreneurship covering topics such as:</i></p> <ul style="list-style-type: none"> <li>• Scholarship on Entrepreneurship</li> <li>• Managing Technological Change and Innovation</li> <li>• Economics and Regulation of Innovation</li> <li>• Business Anthropology for Innovation</li> <li>• Other Selected Topics</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Research paper</b> (2)</li> <li>• <b>PhD Dissertation proposal</b> (2)</li> <li>• <b>(Internship (optional 2))</b></li> <li>• <b>Seminars</b> (2)</li> </ul>
<p>Total Term 1 credits 12</p>		<p>Total Term 5 credits: 6*</p>
<p align="center"><b>YEAR 1</b> <b>Term 2</b></p>		<p align="center"><b>YEAR 3</b> <b>Term 6</b></p>

<ul style="list-style-type: none"> <li>• <b>Core Literature in Operations Management</b> (2)</li> <li>• <b>Core Literature in Strategy</b> (2)</li> <li>• <b>Core Literature in Organizational Behavior</b> (2)</li> <li>• <b>Quantitative Research Methods</b> (2)</li>   <li>• <b>PhD Seminars</b> (2)</li> <li>• <b>Comprehensive PhD Exam</b> (2)</li> </ul>	<p><b><i>Track 2: Business, Governance and Society</i></b>  <i>Comprehensive Track Seminar (8 credits) on scholarship and research in business and society covering topics such as:</i></p> <hr/> <ul style="list-style-type: none"> <li>• Corporate Social Responsibility</li> <li>• Ethical Leaders and Integrity</li> <li>• Legal, Political and Policy Environments</li> <li>• Social Entrepreneurship</li> <li>• Other Selected Topics</li> </ul> <hr/> <p><b><i>Track 3: Management and Strategy</i></b>  <i>Comprehensive Track Seminar (8 credits) on scholarship and research in management and strategy covering topics such as:</i></p> <ul style="list-style-type: none"> <li>• Research on Global Business</li> <li>• Competitive Strategy Scholarship</li> <li>• Critical Thinking</li> <li>• Research on Leadership and Change Management</li> <li>• Other Selected Topics</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• <b>Teaching</b> (4)</li> <li>• <b>Teaching in Higher Education</b> (2)</li> <li>• <b>PhD Seminars</b> (2)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>PhD Dissertation research</b> (6)</li> </ul> <hr/> <p><b>Total Term 6: 6 credits</b></p> <p><b>TOTAL YEAR 3</b></p> <p><b>CREDITS: 12*</b></p> <hr/> <p style="text-align: center;"><b>YEAR 4</b></p> <p style="text-align: center;"><b>Terms 7-8</b></p> <hr/> <ul style="list-style-type: none"> <li>• <b>PhD Dissertation Writing Draft</b> (6)</li> <li>• <b>PhD Dissertation Defense</b> (4)</li> </ul>
<p style="text-align: center;">Total Term 2 credits: 12</p> <p style="text-align: center;"><b>TOTAL YEAR 1 CREDITS: 24</b></p>	<p style="text-align: center;">Total Terms 3-4 credits: 16</p> <p style="text-align: center;"><b>TOTAL YEAR 2 CREDITS: 16</b></p>	<p style="text-align: center;">Total Terms 7-8 credits: 10</p> <p style="text-align: center;"><b>TOTAL YEAR 4: 10</b></p> <p style="text-align: center;"><b>TOTAL YEARS 3- 4 CREDITS: 22*</b></p> <p style="text-align: center;"><b><u>TOTAL PROGRAM</u></b></p>

		<b><u>CREDITS: 62*</u></b>
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