

GRADUATE SCHOOL OF BUSINESS - 2013

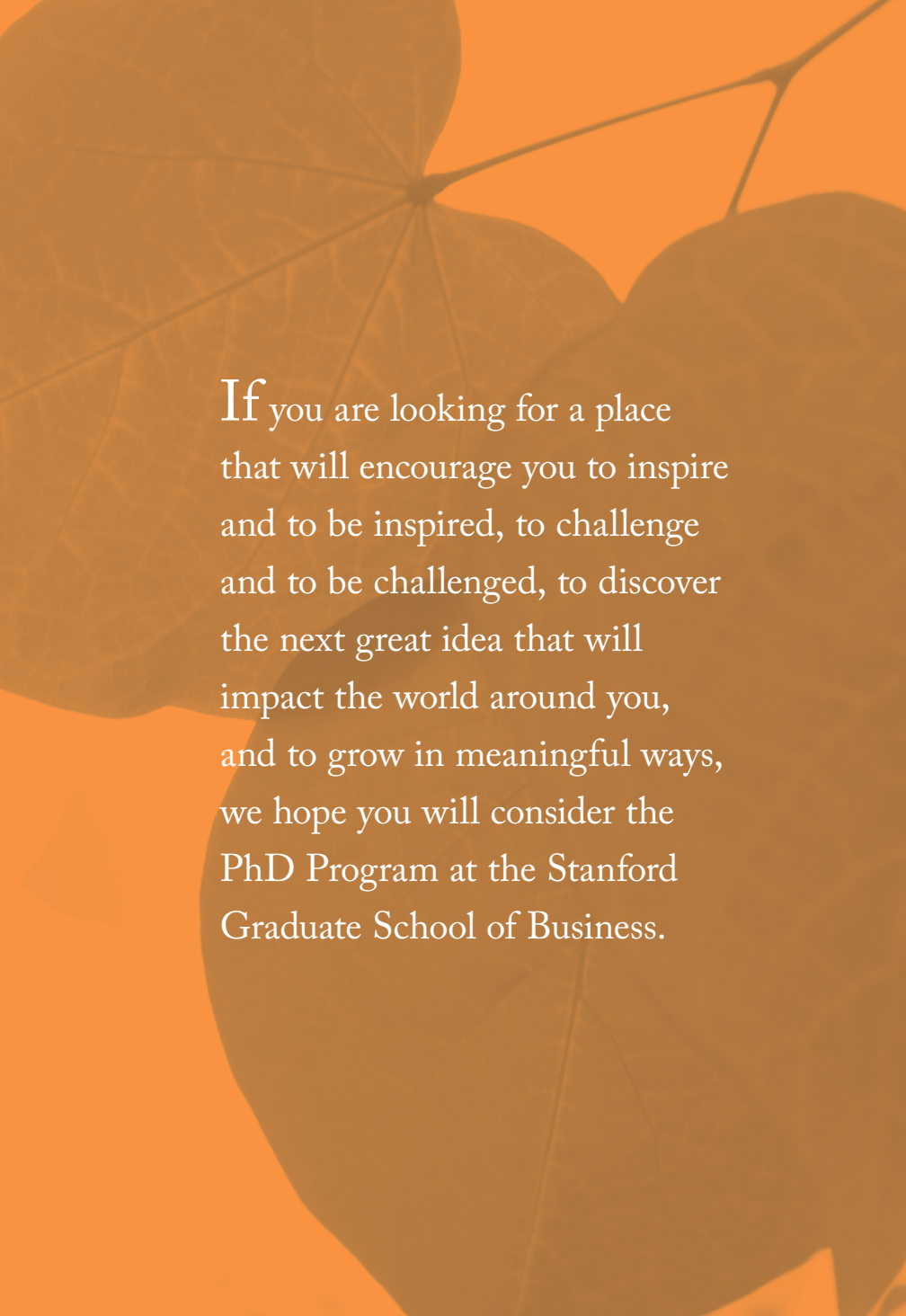
# PHD PROGRAM



*Change lives.  
Change organizations.  
Change the world.*







If you are looking for a place that will encourage you to inspire and to be inspired, to challenge and to be challenged, to discover the next great idea that will impact the world around you, and to grow in meaningful ways, we hope you will consider the PhD Program at the Stanford Graduate School of Business.

## THE PHD PROGRAM

Great ideas change the world. At the Stanford Graduate School of Business (GSB), talented men and women with great ideas are becoming the next generation of leading researchers, teachers, and scholars in their fields.

The mission of the Graduate School of Business is to achieve leadership — through thought and action — in the world of management. Our PhD Program is central to that mission, providing rigorous training for an academic career and producing future leaders in business research and education.

A strong PhD program is vital to the Graduate School of Business. Amid the dynamic intellectual environment at Stanford, our culture at the GSB is grounded in the synergy between research and teaching. Our faculty prize that relationship, and our students carry this value with them as they establish their own professional identities as leading researchers and scholars. As a student in our program, you will receive training in the behavioral, economic, and mathematical sciences necessary for an academic career in the field of your choosing. You will learn in small classes, engaging with faculty members on significant research problems of interest to both the academic and business communities. You will also benefit from the opportunity to interact extensively with peers from our seven fields of study.

A woman with long brown hair, wearing a black short-sleeved button-down shirt and dark pants, is sitting on the edge of a dark wooden conference table. She is looking directly at the camera with a neutral expression. The background is a bright, modern office space with large windows and two other people working in the distance. The text "change the world." is overlaid in a white, handwritten font across the middle of the image.

change the world.

## FIELDS OF STUDY

We offer the PhD in seven fields: Accounting, Economics, Finance, Marketing, Operations, Information, and Technology, Organizational Behavior, and Political Economics. The disciplinary boundaries among these fields are fluid, with frequent collaboration among faculty and students across areas. In addition, our students are able to take full advantage of the collective resources of Stanford's faculty, research institutes, and other schools.

- » **ACCOUNTING** focuses on the evaluation of accounting information by decision makers both internal and external to the firm. Special emphasis is placed on the investigation of normative, empirical, and behavioral approaches to evaluating accounting alternatives.
- » **ECONOMICS** combines training in economic theory and its applications with analytical and empirical studies of market behavior and public policy. A solid foundation in the basic theory and methodology of micro- and macroeconomics is accompanied by the development of research skills in selected areas, including econometrics and game theory.
- » **FINANCE** encompasses the theory of asset choice and valuation under uncertainty; business finance; investments; commodity, options, money, and capital markets; and financial institutions. Emphasis is on understanding the underlying theoretical and empirical issues in principal subject areas.
- » **MARKETING** studies the relationship of the competitive, distributive, and social environment of business and the consumer to the planning and decision making activities of marketing managers. Emphasis is placed on integrating the behavioral and quantitative approaches with investigation of the environment and the solution of marketing problems in both business and public sector organizations.
- » **OPERATIONS, INFORMATION, AND TECHNOLOGY (OIT)** explores the theory and application of analytical methods for managerial decision making in operations or information systems. Operations concerns the production and delivery of goods and services; information systems concerns the management of computer and information resources. Techniques include applied probability and stochastic processes, decision and information theory, mathematical programming, and sequential decision and control.
- » **ORGANIZATIONAL BEHAVIOR (OB)** combines the study of human behavior in organizational settings with the relationship of organizations to their social environments. Areas of study include individuals and groups and their roles within organizations, macro-level determinants of organizational behavior, political processes in public and private organizations, and planned organizational change.
- » **POLITICAL ECONOMICS (PE)** takes an interdisciplinary approach to the study of non-market, collective, and political activity of individuals and organizations in the context of social and political institutions. Intellectual foundations include rational choice theory, formal political theory, collective action, political competition and equilibrium, and institutional analysis.

## ACADEMIC PROGRAM

Our rigorous program will train you for a successful career in research and teaching. The faculty has established requirements to ensure that graduates are thoroughly prepared to meet the highest standards of scholarship. Earning a doctorate is a journey marked by significant milestones to help you measure your achievements. In the first two years you will focus primarily on coursework. The remaining time will be spent conducting original research culminating in a doctoral dissertation.



## GENERAL PROGRAM REQUIREMENTS

To gain a solid understanding of the basic disciplines that inform the study of management, all students are required to take courses in microeconomic analysis, econometrics, and organizations or psychology.

## FIELD COURSEWORK REQUIREMENTS

Each field of study requires students to complete a minimum of courses in a chosen field and from other disciplines. Depending on the field, you might take as much as fifty percent of your coursework outside the GSB.

## FIELD EXAMINATIONS

By the end of the second year, each student must pass an examination measuring depth of knowledge and comprehension of a field's methodology, theoretical construction, and empirical evidence.

## SUMMER RESEARCH PAPERS

Every field requires the submission of a summer research paper. Requirements vary by area, but a paper is required at the end of either the first or second summer. In some fields, papers are required both summers.

## APPRENTICESHIPS

An integral part of doctoral education is sustained through research and teaching apprenticeships. Our program provides opportunities for students to work closely with faculty members, developing the skills necessary for research and teaching careers. In addition, students participate in doctoral seminars and research colloquia in every field.

## ADMISSION TO CANDIDACY

Becoming a doctoral candidate signifies the faculty's recognition that a student has completed certain degree requirements and its confidence that the student is prepared to complete the dissertation.

## ANNUAL EVALUATIONS

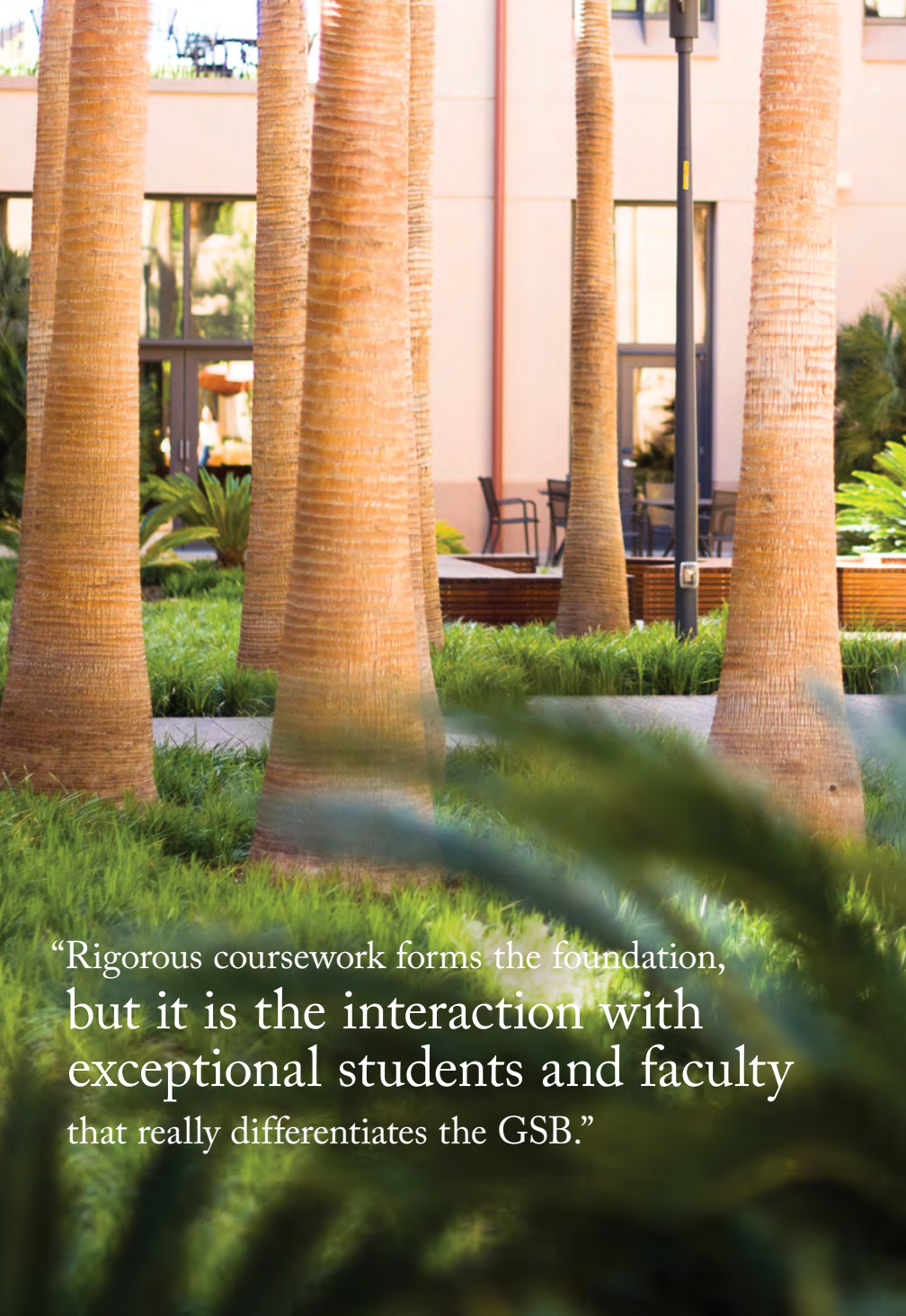
Faculty members in each field meet in the spring to evaluate every student's performance through the course of the previous year. This annual review ensures that you are making strong progress toward the completion of the degree. You will receive a written evaluation at the end of each year.

## UNIVERSITY ORAL EXAMINATION AND DISSERTATION

Each candidate must pass an oral examination, which occurs somewhere near the halfway point of the dissertation process. Submission of the dissertation is the final requirement for the PhD.



change Lives.



“Rigorous coursework forms the foundation,  
but it is the interaction with  
exceptional students and faculty  
that really differentiates the GSB.”



# ACCOUNTING

**THE PHD PROGRAM IN ACCOUNTING** trains individuals to conduct research on accounting issues. Emphasis is placed on developing a conceptual framework and set of skills for addressing the general problem of evaluating accounting alternatives.

While focus is placed on financial reporting, managerial accounting, and taxation, special emphasis is given to applying basic knowledge of economics, finance, decision theory, and statistical inference to accounting issues. As a result, the PhD Program in Accounting offers broad-based, interdisciplinary training that develops skills in conducting both analytical and empirical research.

Faculty research represents a wide spectrum of interests and research methods.

- » Empirical and analytical research on the relation between accounting information and capital market behavior examines the characteristics of accounting amounts, the effect of accounting disclosures on the capital market, the role of analysts as information intermediaries, and the effects of management discretion. Issues examined also include the impact of accounting releases on stock and option prices, earnings response coefficients, market microstructure, earnings management, and the effect of accounting changes.
- » Problems of information asymmetries among management, investors, and others are also under study. This research investigates, analytically and empirically, the structure of incentive systems and monitoring systems under conditions of information asymmetry. Research on moral hazard, adverse selection, risk sharing, and signaling is incorporated into this work.
- » Other ongoing projects include research on the economic effects of regulation of accounting information, and analysis of tax-induced incentive problems in organizations.
- » Additional topics of faculty interest include analytical and empirical research on productivity measurement, accounting for

quality, activity-based costing for operations and marketing, and strategic costing and pricing.

While content is constantly changing, all faculty research is characterized by the diversity of interests and methods, and its interdisciplinary emphasis.

### **PREPARATION AND QUALIFICATIONS**

There are no formal education requirements other than possession of a bachelor's degree; an MBA is not required. Several students have entered with little or no background in traditional accounting. The program is small and permits individual tailoring. Relative to other doctoral programs in accounting, the Stanford program is quantitatively oriented. As a result, past experience has indicated that those with strong quantitative backgrounds—or high quantitative aptitude on the GRE or GMAT—tend to be more successful. However, additional quantitative

coursework can be completed in cases where faculty members believe an applicant's other qualifications are exceptional. Students who enter with a very limited quantitative background typically take an extra year to complete additional coursework.

All students are required to have, or to obtain during their first year, mathematical skills at the level of one year of calculus; one course each in linear algebra, analysis, probability, and optimization; and two courses in statistics. Students are expected to have adequate computer programming skills using languages such as SAS, Stata, or Matlab, or to correct any deficiencies by the summer following the first academic year.

Our website is updated regularly with research news. You may search our database of research papers or cases for specific topics of interest, then browse the news summaries for detailed descriptions of the work being done by both faculty and students.

<http://www.gsb.stanford.edu/news/research/accounting.shtml>



“We worked hard on our own projects, but we also spent a great deal of time listening to and critiquing the research of other students.”





# ECONOMIC ANALYSIS AND POLICY

## THE PHD PROGRAM IN ECONOMIC ANALYSIS AND POLICY

prepares students for research careers in economics. Students interested in applied economics receive rigorous training in theory and quantitative methods. Those interested in theory receive instruction in economic institutions and empirical analysis. Students are encouraged to complement their economics courses with courses in mathematics, statistics, game theory, and optimization. Particular strengths of the Program include theoretical and empirical industrial organization, game theory, information economics, the economics of incentives, and personnel economics. While offering training comparable to—but perhaps more focused than—that received by graduate students in highly ranked economics departments, our program has distinct advantages.

- » Enrollment in the Program is small. This permits unique faculty-student contact and allows students to become involved in research. Students work first as assistants on faculty research projects and,

as their interests and skills develop, on their own research. Students often begin publishing before completing their degrees.

- » The Program is flexible and innovative. Students can draw on both the School's and the University's distinguished faculty. Students have access to the full range of political and behavioral sciences as well as to economic theory; accounting and finance; mathematics and statistics; game theory and decision theory; econometrics; public policy analysis; and the specialized fields of economics.
- » The Program is located in a top-ranked professional school. This setting allows students to gain a deeper understanding of the actual processes of business decision making and public policy formulation.

## PREPARATION AND QUALIFICATIONS

Students who enroll in this program have a substantial background in economics and mathematics. They are expected to have, minimally, mathematical skills at the level of

one year of advanced calculus and one course each in linear algebra, analysis, probability, optimization, and statistics.

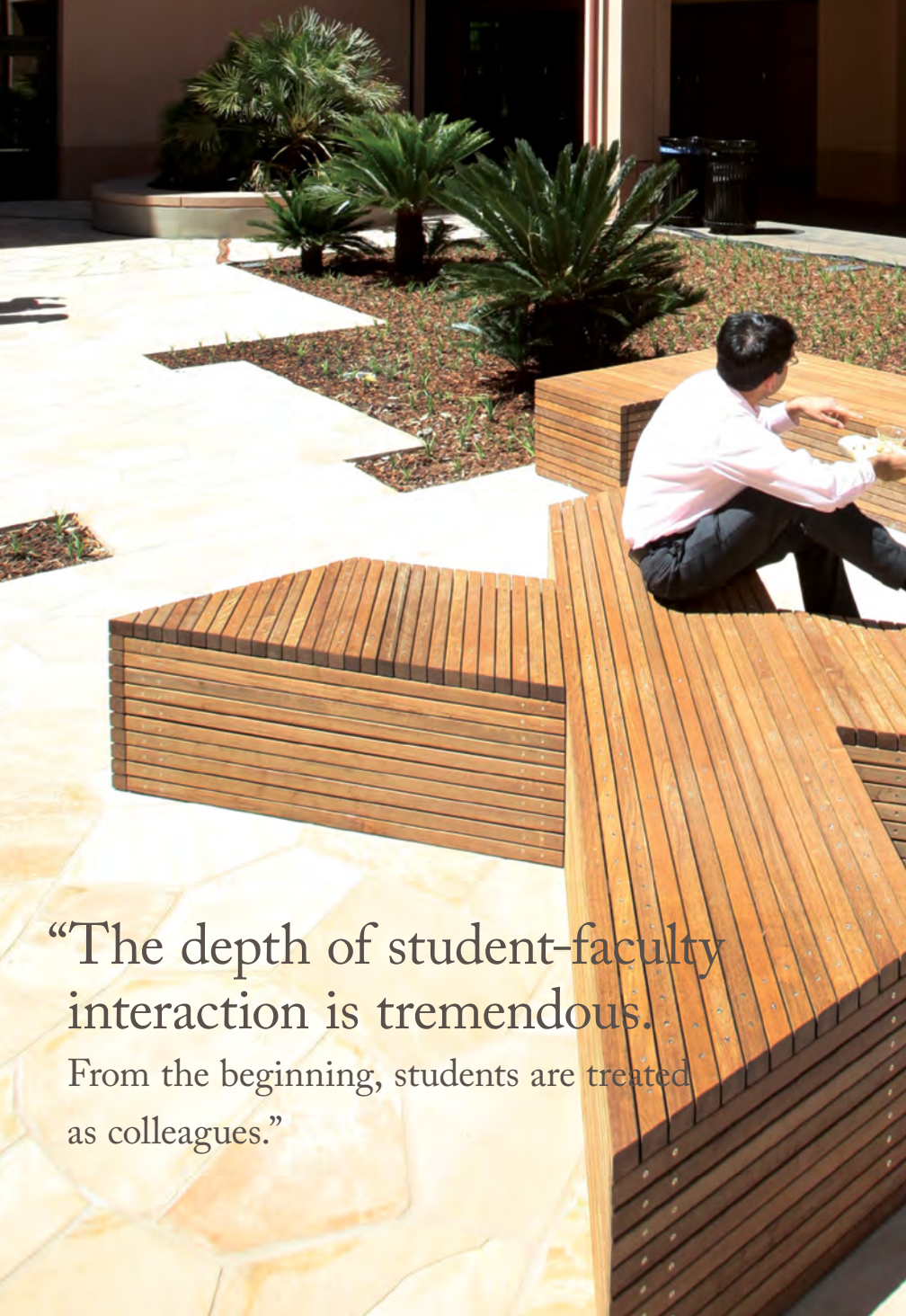
Students are selected based on predicted performance in the Program. Evidence of substantial background or ability in the use of mathematical reasoning and statistical methods is important. Most applicants have quantitative undergraduate degrees in economics, mathematics, or related sciences.

In addition to evidence of ability and letters of recommendation, faculty members consider carefully the applicant's statement of purpose for pursuing the PhD degree. The successful applicant usually has clearly defined career goals that are compatible with those of the Program.

Acceptance into the Program is extremely competitive. Admitted applicants compare very favorably with students enrolled in the top economics departments of other major universities.

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<http://www.gsb.stanford.edu/news/research/economics.shtml>



“The depth of student-faculty interaction is tremendous.

From the beginning, students are treated as colleagues.”



**FINANCE**

**THE FIELD OF FINANCE** covers the economics of claims on resources. For example, money is a claim on goods and services; stocks and bonds and futures contracts are all claims on money or on commodities. Financial economists study the valuation of these claims, the markets in which they are traded, and their use by individuals, corporations, and the society at large. At the Stanford Graduate School of Business, faculty and doctoral students study a wide spectrum of subjects, including the pricing and valuation of assets, the behavior of financial markets, and the structure and financial decision making of firms and financial intermediaries. Investigation of issues arising in these areas is pursued both through the development and empirical testing of theoretical models. The Program is designed to give students a good understanding of the methods used in theoretical modeling and empirical testing.

The PhD Program trains individuals in the methods of pure and applied research. Most students have subsequently taken up academic positions and are actively involved in research in finance. For the

Stanford PhD Program in Finance, faculty members seek students who expect to do academic research as a principal career; they do not seek those who wish to have an “advanced MBA” or those who do not plan to do research after graduation. The Program is designed to build the following skills, which are required for research-related, academic positions in financial economics.

- » A thorough grounding in the methods of quantitative analysis and in the structure of financial institutions and markets. Modern theory is formal theory, based on the rigor attainable through the use of mathematical modeling techniques. Similarly, modern empirical research uses advanced econometric tools and statistical methods.
- » The ability to look at questions in new ways and to construct lucid, comprehensive analyses of the problems raised.
- » The ability to effectively communicate analysis, and to participate in seminar and workshop discussions where ideas are debated and evaluated.

## PREPARATION AND QUALIFICATIONS

All students are required to have, or to obtain during their first year, mathematical skills at the level of one year of calculus and one course each in linear algebra and matrix theory, the theory of probability, and statistical inference. Students will be expected to have a working knowledge of Excel and either Matlab or Gauss upon their arrival, and to remedy any deficiencies in computer skills during their first year in the program.

The Program involves a great deal of very hard work, and there is keen competition for admission. For both these reasons, faculty members are selective in offering admission. Prospective applicants must have an aptitude for quantitative work and be at ease in handling formal models. A strong background in economics and mathematics is desirable.

It is particularly important to realize that a PhD is an advanced academic degree in financial economics with a reflective and analytical, rather than operational, viewpoint.

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<http://www.gsb.stanford.edu/news/research/finance.shtml>



“I consider myself honored to have interacted closely with so many people who have already started to make their strong imprint on the academic world.”





**MARKETING**

**THE PHD PROGRAM IN MARKETING** trains men and women who will, over the next decades, teach marketing and related topics at premier universities in the United States and abroad, whose research and writing will be on the academic frontier of marketing, and who will be responsible for preparing the next generation of doctoral students. A graduate of the Stanford PhD Program can expect opportunities for a stimulating academic career in a leading university.

Marketing offers great variety as a discipline in which to teach and do research. The wide range of research interests in marketing is reflected in the variety of dissertation theses written by the Program's graduates. Research interests include topics addressing behavioral processes, and mathematical modeling/statistical analysis to understand and enhance marketing practice.

A marketing faculty group is usually one of the truly interdisciplinary groups in a university. This interdisciplinary character is a significant feature of the Stanford PhD Program in Marketing. A student must decide, according to personal

interest, whether to concentrate on studies in the behavioral or quantitative sciences. We ask each student to achieve depth in one of these areas, as this is a requisite for doing innovative research. However, a marketing scholar must ultimately be able to interact with a diverse group of colleagues regarding multifaceted problems. For this reason, we insist that students gain basic skills in the behavioral sciences and in mathematical/statistical analysis.

Each student designs much of his or her own program of studies, in consultation with the faculty, but each student's program has at its core a small number of important common courses. The faculty members see this combination of depth and breadth as a particular strength of Stanford graduates, in keeping with the School's general philosophy of balanced excellence.

A marketing student's program of study usually includes all doctoral seminars taught by the marketing faculty, some doctoral seminars taught by other Graduate School of Business faculty, and a considerable number of graduate-level courses in related departments outside the GSB,

depending on a student's particular area of investigation. Courses may be taken outside the GSB in the departments of Psychology, Statistics, Management Science and Engineering, and Economics.

## PREPARATION AND QUALIFICATIONS

All students are required to have, or to obtain during their first year, mathematical skills at the level of one course each in calculus and linear algebra, and probability. Students who pursue study in quantitative marketing are expected to have computer programming skills using Matlab, R, Gauss, FORTRAN, C++, or an equivalent language, or to correct any deficiencies by the summer following the first academic year. Students who pursue study in behavioral marketing are expected to have computer programming skills using SAS or SPSS.

Because marketing is a diverse field, the men and women who enroll in the Program come from diverse

backgrounds and pursue varied professional careers. A number of students have business experience prior to entering the PhD Program. Others enter directly from another academic program, in some cases with an MBA, in some cases immediately following completion of undergraduate work.

The Stanford program is sufficiently flexible to admit promising students whose academic backgrounds are in the behavioral sciences, business, economics, statistics, mathematics, engineering, or the liberal arts.

The marketing faculty members believe that the doctoral students as a group constitute a valuable resource for one another. During doctoral study, students interact frequently and closely with each other. The varied interests and uniformly high caliber of Stanford doctoral students ensure stimulating and enjoyable interactions.

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<http://www.gsb.stanford.edu/news/research/marketing.shtml>



“I learned so much from the other students in the program. It’s a dynamic and exciting group of young scholars.”



# OPERATIONS, INFORMATION, AND TECHNOLOGY

**OPERATIONS, INFORMATION, AND TECHNOLOGY (OIT)** focuses on technological systems. OIT concentrates on the coordinated function of technology, people, and operating procedures in the execution of ongoing tasks.

All levels of managerial decision making, from systems design and technology choice to day-to-day scheduling and performance measurement, are subjects of research in OIT. Examples of technological systems include manufacturing networks, supply chains, information processing systems, automated securities exchanges, and structured product development systems. Technological systems are studied primarily through mathematical models, either descriptive or normative. Field studies and empirical analyses are also conducted to test those models and to guide further theoretical work.

Technological systems may be under the control of a single person, may connect multiple decision makers, or may span a number of legally separate organizations. The PhD Program emphasizes the relationships among operations, information, and

technology, and their interface with other functional areas. It is research-oriented and seeks to enhance our understanding of the managerial issues that arise. For example, designing or developing a specific product or a specific system would not be considered a research topic of interest, but studying the processes of product design or systems development would. The structure of the program permits great flexibility, allowing students to custom-tailor curricula to their own research interests.

Research topics in OIT include the design, production, and delivery of goods and services, and management of computing and information resources. Examples include production scheduling and control, inventory theory, capacity planning and performance modeling of processing networks, multifunctional coordination, contractual relations with vendors and customers, and performance measures and incentive systems to support production of goods and services.

OIT research also works at the intersection of operations and public sector issues, impacting

practice in areas such as health care, homeland security, and environmental management. Particular topics include managing the national waiting list for kidney transplants, preparedness and response to a bioterror attack, and environmental contracts and standards.

Other OIT research explores information systems in financial markets, computer and information industries, pricing and capacity planning of information resources, economics of software, and the role of information in managerial decision making in organizations and markets.

During the period of candidacy, the student, in close cooperation with his or her principal advisor, writes a dissertation on a subject of his or her choice. Graduates of the OIT PhD program usually pursue academic careers in the areas of operations, manufacturing, or information systems.

## PREPARATION AND QUALIFICATIONS

The program is intended for students who have solid training in relevant mathematical methods and are interested in academic careers.

Students who enroll in this program must have significant background in areas such as advanced calculus, linear algebra, or probability.

Competence in decision analysis, optimization, computer programming, microeconomics, and classical statistics is also helpful.

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<http://www.gsb.stanford.edu/news/research/supplychain.shtml>



“This is an excellent place  
to become a scholar. There is  
a real sense of camaraderie.”





# ORGANIZATIONAL BEHAVIOR

## ORGANIZATIONAL BEHAVIOR

is the examination of social and organizational actuality from the perspective of human possibility. It aids in our concern and understanding of developmental processes in people, groups, organizations, and the community at large. It applies basic social science knowledge and research methods to study formal organizations and their members. A distinguishing feature of Stanford's PhD Program in Organizational Behavior is the broad interdisciplinary training it provides. The field is often broken down into two broad sub-areas.

## MICRO ORGANIZATIONAL BEHAVIOR

The study of how individuals and groups affect and are affected by organizations. Drawing primarily on psychology, this area includes such topics as cognition, decision making, learning, motivation, negotiation and bargaining, cooperation and altruism, emotions, impressions management, group processes, stereotyping and injustice, power and influence.

## MACRO ORGANIZATIONAL BEHAVIOR: ORGANIZATIONAL THEORY AND ECONOMIC SOCIOLOGY

Dedicated to training students who will be leading researchers in the fields of organizational theory and economic sociology. Our faculty members are among the foremost scholars dedicated to bringing a sociological approach to the study of organizations and markets. The training provides a deep grounding in the study of organizations as social systems; the dynamics of change in organizations, industries and markets; and the relationships between organizations and their environments.

## UNIQUE ASPECTS OF THE STANFORD PROGRAM

The interdisciplinary resources available to students are unique. The faculty of the Graduate School of Business has a reputation for excellence in fields such as accounting, economics, finance, marketing, and operations, information, and technology. Doctoral students in the organizational behavior program have frequent contact with faculty and students in these fields, many of whom are interested in topics related to organizational behavior.

Stanford also has many researchers in other areas and departments who are interested in organizations. Our program provides access to visiting scholars, seminars, off-campus conferences, and many other informal opportunities for interaction between faculty and students. The result is intellectual stimulation and active research collaboration across traditional disciplinary boundaries—a phenomenon that is essential to the study of organizations.

Interdisciplinary contact is a natural extension of Stanford University's emphasis on interdisciplinary cooperation. Cross-registration in courses, access to faculty, and participation in colloquia are encouraged by such Stanford departments as Psychology, Statistics, and Sociology. Students in the Organizational Behavior PhD Program have ease of access to a unique range of interdisciplinary resources.

## **BEHAVIORAL LAB**

The Behavioral Lab serves as a focal point for behavioral research at the GSB. The core patrons of the GSB Behavioral Lab are faculty and PhD students in the behavioral side of Marketing and the micro side of Organizational Behavior. The lab also serves researchers in engineering, sociology, and psychology across the campus, and helps maintain a sense of community among students and researchers in the GSB and beyond. The lab offers research support, assisting scholars at various stages of the research process, including study design and analysis.

## **PREPARATION AND QUALIFICATIONS**

All students are required to have, or to obtain during their first year, mathematical skills at the level of one course each of calculus and linear algebra, probability, and mathematical statistics. The GRE is required for admission.

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<http://www.gsb.stanford.edu/news/research/organizational.shtml>



“The small size of the program allows students to forge strong bonds with each other.”



## POLITICAL ECONOMICS

**POLITICAL ECONOMICS** is an interdisciplinary field focusing on the collective and political activity of individuals and organizations. The PhD Program in Political Economics prepares students for research and teaching positions by providing rigorous training in theoretical and empirical techniques. The intellectual foundations of the program are rational choice theory, positive political theory, theories of collective action, institutional analysis, and analysis of political competition and equilibrium. Specific fields of inquiry include regulation, distributive politics, elections, corporate politics, political participation and collective action, interest groups, constitutional choice, legislative behavior and organization, judicial institutions, bureaucracies, comparative institutions, comparative political economy, law and economics, and business and government. The orientation to these topics tends to be positive rather than normative.

The Program, embedded in the larger community of political economics scholars at Stanford University, combines the resources of the Graduate School of Business with opportunities to study in the

departments of Economics and Political Science. Drawing on the offerings of all three units, students have a unique opportunity to combine the strengths of economic methods and analytical political science and to apply them to the study of collective action, political institutions, and public policy. The Program involves coursework in economic theory, econometrics, game theory, political theory, and theories of institutions and organizations.

The first class of students in political economics was admitted in 1987. Enrollment is intentionally small and involves close interaction between students and faculty. Students become involved in research early in the Program. They begin their own research during the first year and are required to write research papers during the summers following the first and second years. The Program is flexible and allows ample opportunity to tailor coursework and research to individual interests.

### **PREPARATION AND QUALIFICATIONS**

The faculty selects students on the basis of predicted performance in the Program. Since the Program

is quite rigorous, evidence of substantial background or ability in the use of analytical methods is an important factor in the admission decision. In many instances, successful applicants have majored in economics, mathematics, or political science as undergraduates, or have a master's degree in one of those fields or in business administration. However, this background is not a prerequisite for admission. In addition to evidence of ability and letters of recommendation, the faculty considers carefully the applicant's statement of purpose for pursuing the PhD degree. The successful applicant usually has clearly defined career goals that are compatible with the purposes of the Program, and is interested in doing basic research in empirical and/or theoretical political economics.

Students who enroll in the Program usually have a significant background in economics, political science, or both.

Students are expected to have, or to obtain during their first year, mathematical skills at the level of one year of calculus and one course each in linear algebra, analysis, probability, optimization, and statistics. They also are expected to have basic computer use and programming skills, or to correct any deficiencies by the summer following the first year.

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<http://www.gsb.stanford.edu/news/research/politics.shtml>







**DEDICATED FACULTY**  

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**DYNAMIC STUDENTS**



## DEDICATED FACULTY

More than 120 faculty members at the Graduate School of Business pursue research at the leading edge of their fields. With a student-faculty ratio of 1-to-1, our students develop close working relationships with professors committed to the creation of new knowledge. In this learning environment, our faculty will inspire you to ask critical questions, and help you discover new insights into important problems. They will collaborate with you, encourage you, and challenge you as you develop your own original research interests and launch your career as a scholar.

GSB faculty members are dedicated to their students. They value the opportunity to share their ideas and research techniques, and they equally value the diverse perspectives and understandings that their students bring.

As they train the next generation of researchers and teachers, our faculty take the role of mentor seriously. They will engage you in their research projects, invite you to work side by side with them as they develop and teach their courses, and support you as your own research gets off the ground.

Visiting our website will help you to identify a match between your research interests and those of our faculty:

[HTTP://WWW.GSB.STANFORD.EDU/PHD/FACULTY/ROSTER.HTML](http://www.gsb.stanford.edu/phd/faculty/roster.html)

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STUDENT-FACULTY

# RATIO



## DYNAMIC STUDENTS

Our small program is a dynamic scholarly community of about 110 students. Each year we welcome a diverse group of talented women and men from many different geographic regions and with varied educational and life experiences. A typical incoming class of about 25 students results in a cohort of between two and six students in each field.

Curious about ideas and eager to have a meaningful impact on the world through the knowledge they create, our students are collegial, focused, and spirited.

Your fellow students will challenge and support you during your time in the program. The relationships you develop will be significant, as your GSB classmates will become your future colleagues throughout your professional career.

At Stanford, you will find a wealth of intellectual, recreational, and social activities to complement our academic program. World-class cultural events, state-of-the-art fitness and athletic facilities, and easy access to numerous outdoor activities guarantee a rich life beyond the classroom. While you will spend many hours training to become a scholar, there will be no shortage of opportunities to meet other students and maintain a healthy balance in your life.

# CLASSMATES WILL BECOME YOUR FUTURE COLLEAGUES



## BEYOND STANFORD

The quality of our doctoral program can be measured by the successful placement of our graduates into tenure-line appointments at leading universities and by their contributions to their fields. As a professor, your views and experiences will have a direct impact on your students and their future accomplishments. In addition to influencing scholarship in your academic discipline, your research may lead to the discovery of a promising new technique or a novel approach to a problem that will significantly affect how organizations operate, structure themselves, or tackle future challenges.

Recent graduates have found employment most often at the following institutions:

- » Harvard University
- » Massachusetts Institute of Technology
- » Columbia University
- » New York University
- » University of Pennsylvania
- » University of Chicago
- » Northwestern University
- » Stanford University
- » University of California, Berkeley
- » University of California, Los Angeles
- » INSEAD, France

# YOUR VIEWS WILL HAVE A DIRECT IMPACT



## ABOUT STANFORD UNIVERSITY

Bordering Palo Alto and Silicon Valley, Stanford is located less than one hour from San Francisco and the beaches of the Pacific, and only a few hours from the ski slopes of the Sierras. The sprawling campus — which at 8,180 acres is among the largest in the United States — offers unparalleled beauty. The climate is mild. Midday temperatures average 60 degrees in winter and 75 degrees in summer, encouraging year-round athletic activities and other recreational pursuits. In 1891, 37 students were registered in graduate standing at Stanford, representing one of the first opportunities for graduate study on the West Coast. Today, 8,800 students in more than 92 departments and programs are pursuing post-baccalaureate degrees in seven schools: business, earth sciences, education, engineering, humanities and sciences, law, and medicine.

Stanford University is one of the world's leading research universities. Stanford is known for its entrepreneurial character, drawn from the legacy of its founders, Jane and Leland Stanford, and its relationship to Silicon Valley. Research and teaching stresses interdisciplinary approaches to problem solving. Areas of excellence range from the humanities to social sciences to engineering and the sciences. Stanford is located in California's Bay Area, one of the most intellectually dynamic and culturally diverse areas of the nation.



# 8,180

ACRES OF BEAUTY



If you are curious about ideas, enjoy research, and want to make an original contribution to academic thought, our PhD Program may be the right program for you.

## ADMISSION

We receive hundreds of applications each year for a small entering class. As we evaluate candidates, we look for outstanding academic credentials, creativity, maturity, self-motivation, and superior communication skills. We value students who are passionate about the discovery and production of knowledge, who like to challenge and be challenged by others, and who show the capacity for independent thinking.

There are no specific courses required to begin our doctoral program. Our students come from a variety of schools and undergraduate majors, including economics, political science, psychology, sociology, mathematics, computer science, and the humanities and sciences. All of our students have strong backgrounds in quantitative methods, and it is beneficial to have had some research experience. Depending on the area, a good understanding of a field's basic principles may be important.

A bachelor's degree or its equivalent, representing a four-year course of study from an accredited college or university, is required for admission. Although not required, some applicants have earned the master's degree in fields such as economics, engineering, psychology, sociology, and statistics.

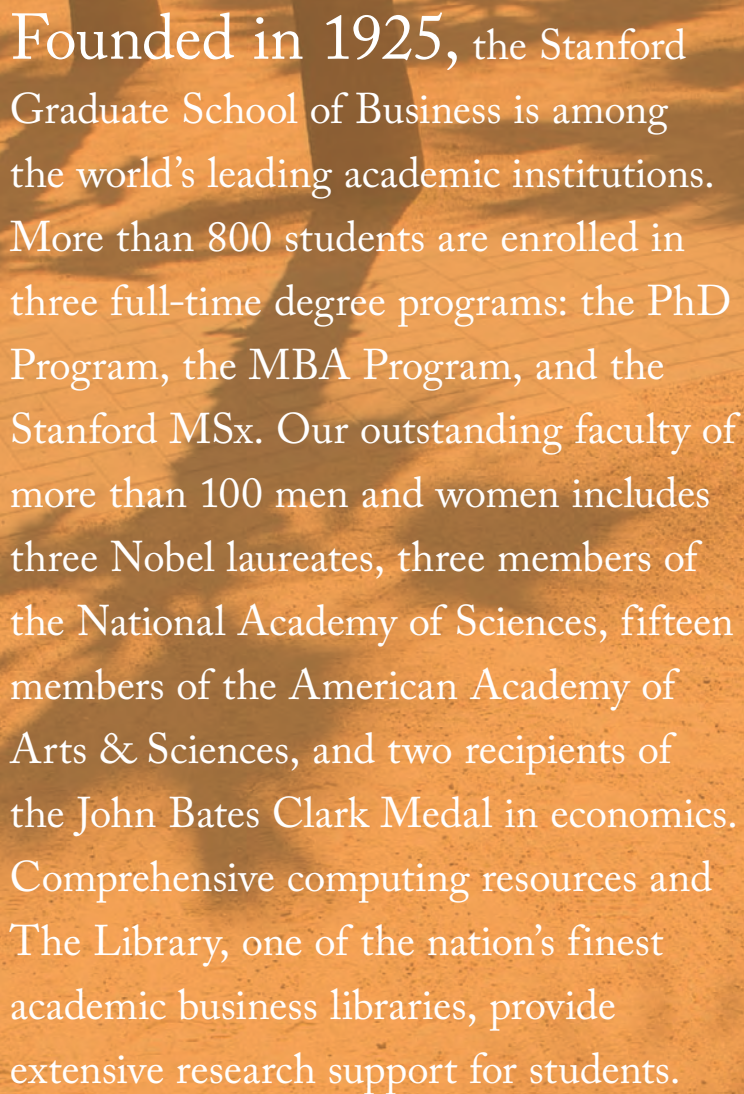
To maintain close faculty-student interaction, only a small number of applicants are admitted each year. Overall, there are approximately 10-20 students in each area. Student-faculty relationships are close, and this interaction allows us to shape the program to fit the unique backgrounds and career goals of our students. Selection is based on the applicant's credentials and a match between the applicant's academic interests and the resources of the faculty.

## FINANCIAL AID

Students admitted to our program are funded for four years. In addition to full tuition, students making satisfactory progress normally receive at least ninety percent of their estimated living expenses (not including expenses for dependents) in the form of a fellowship stipend and a combination of research and teaching assistantships.

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**Thank you for your interest in the Stanford Graduate School of Business. We look forward to learning more about you in the months ahead.**

A photograph of a paved walkway with shadows of people walking, overlaid with white text. The scene is captured from a low angle, showing the lower legs and feet of several people walking across a light-colored, textured pavement. Long, dark shadows are cast across the pavement, indicating a low sun position. The overall color palette is warm, dominated by the orange and yellow tones of the pavement and shadows.

Founded in 1925, the Stanford Graduate School of Business is among the world's leading academic institutions. More than 800 students are enrolled in three full-time degree programs: the PhD Program, the MBA Program, and the Stanford MSx. Our outstanding faculty of more than 100 men and women includes three Nobel laureates, three members of the National Academy of Sciences, fifteen members of the American Academy of Arts & Sciences, and two recipients of the John Bates Clark Medal in economics. Comprehensive computing resources and The Library, one of the nation's finest academic business libraries, provide extensive research support for students.



change lives.  
change organizations.  
change the world.

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