PhD in Business Administration
Organizations and Social Change Track:

The Need for Advanced Study in the Field of Business
An understanding of business and organizations is central for knowledge creation about many phenomena in the social sciences. Studies of business shed light on vital processes such as: how labor and capital flow around the globe; how vast information systems are parsed to allocate resources, from R&D investment to health care; how the environment can be stewarded sustainably through multi-sector partnerships involving business, government, and NGOs; how the livelihoods and well-being of diverse populations will be secured in the future; and more. UMass Boston has expanded its role in knowledge creation with the advanced study of business to fully grasp many complex and vexing contemporary issues. Our PhD in Business Administration has three tracks: Organizations and Social Change (underway), Finance (launching Fall 2014), and Management Information Systems (launching Fall 2016).

Organizations and Social Change
This program centers around issues at the intersection of business and society, such as sustainability, workforce diversity, economic development, governance, inequality, globalization, and more. Harnessing the resources and techniques of business and entrepreneurship, often in partnership with the public and nonprofit sectors, can generate innovative solutions to these concerns.

This interdisciplinary PhD track leverages the department’s reputation and distinctive vision to prepare graduates to be active academics and leaders in meeting these complex, global challenges. The track will provide a mix of rigorous training in theory and research methods, as well as opportunities to apply this expertise. Organizations structure our society and drive change. The OSC track will focus on the internal dynamics of organizations and on the economic, social, and political context in which organizations operate.

Specialization:
Doctoral students will take a series of core courses and choose electives to create their own specialties in conjunction with their interests and faculty expertise. The various University centers and programs serve as additional resources for students as they craft their particular course of study. A wide variety of relevant electives are also offered through other doctoral programs on campus, particularly in Public Policy and Global Studies, as well as courses and courses at Boston area universities.
Who should apply?
The Organizations and Social Change program track is designed for students who are interested in pursuing a full-time doctoral program specializing in areas such as:

• Social responsibility and sustainability
• Social entrepreneurship
• Sustainable economic development
• Stakeholder engagement in corporate governance
• Contemporary human resource management, such as diversity and contingent labor
• Cultural and economic impacts of globalization
• Transnational identities of consumers and employees

What are the career opportunities for me when I graduate?
Our students will be well-prepared for faculty positions in business schools, with strong grounding in research, writing, and teaching. In addition, students in this track will be positioned to hold jobs with titles such as director of research in both the nonprofit and private sectors. They will be prepared to:

• Pursue academic careers in research-oriented business schools
• Conduct research in government and multilateral agencies, consultancies, NGOs, and think tanks
• Hold pivotal positions within private corporations in various industries, such as energy, healthcare, consumer goods, etc.

How will my learning experience impact organizations, society, and future global challenges?
The Organizations and Social Change PhD track will prepare students to:

• Apply theoretical frameworks to understand business practices, as well as their economic, social, environmental, and political impacts
• Conduct qualitative and quantitative research
• Critique policy and articulate policy recommendations on issues at the interface of business, government, and critical social issues
• Conduct research on applied business issues with an emphasis on highlighting problems and providing solutions to issues that promote economic development in regional economies situated within a global context

What kinds of research are faculty engaged in now?
The PhD program involves close, apprentice-like working relationships with faculty members. A sampling of faculty projects includes:

• Examining the adoption of global standards, such as Fair Trade, how these affect organizations, and what impact they have on social issues.
• Understanding new “hybrid” organizational forms that combine mission-driven elements of nonprofits and revenue-generating elements of for-profit businesses.
• Investigating how new businesses are created, particularly in urban areas or with immigrant or transnational founders.
• Exploring how women use networks in distinctive ways, which may enhance or impede their advancement in organizations and their ability to be change agents in organizations.
# The Curriculum

## Sample Program of Study

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<tr>
<th>Year</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
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<tr>
<td><strong>Year 1</strong></td>
<td>CM 700 Business in context: Markets, technologies, societies</td>
<td>CM 760 Global and Pol. Econ. Dimensions of Orgs or CM 897 Special Topics: Org Theory</td>
<td>Summer paper</td>
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<td>CM 770 Introduction to research methods for the social sciences or</td>
<td>Qualitative methods, e.g., SOCIOL 650 Methods of Research I; POLGL609/GER609L Multi-method research design methods</td>
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<td>CM 755 Qualitative methods</td>
<td>Quantitative methods, e.g., Psych 770 or PPOL-G 605 Stats II for</td>
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<td>or CM 751 Orgs and social change</td>
<td>students who have not taken intermediate statistics</td>
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<td></td>
<td>Quantitative methods, e.g., PSYCH 670 or PPOL-G 604 Stats I.</td>
<td>Choose up to 2: CM 757 Field research or Elective course in topical</td>
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<td>Students with strong quantitative background may start with Psych</td>
<td>area or CM 896 Independent study</td>
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<td>770 or PPOL-G 605 Stats II</td>
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<td><strong>Year 2</strong></td>
<td>CM 755 Qualitative methods or CM 770 Introduction to res. methods for</td>
<td>CM 897 Special Topics: Org Theory or CM 760 Global and Pol. Econ.</td>
<td>Qualifying/ comprehensive exam</td>
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<td>the social sciences or CM 751 Orgs and social change or CM 750</td>
<td>Dimensions of Orgs</td>
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<td>Foundations of org theory or Elective course in topical area</td>
<td>CM 775 Teaching and Professional Development</td>
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<td>CM 891 Dissertation Seminar</td>
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<td><strong>Year 3</strong></td>
<td>CM 899 Thesis</td>
<td>CM 899 Thesis</td>
<td>PhD thesis proposal</td>
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<td><strong>Year 4</strong></td>
<td>CM 899 Thesis</td>
<td>CM 899 Thesis</td>
<td>PhD thesis defense</td>
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<tr>
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<td>Student teaches UG course</td>
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## PhD Courses – All Tracks

**CM 700: Business in Context: Markets, Technologies, Societies (required for all tracks)**
In this course, students from across our tracks encounter the complex dilemmas in business today, which span business disciplines. They learn about the range of theoretical approaches and methods that can be mobilized to understand and address these dilemmas.

**CM 775: Teaching and Professional Development Seminar (required for all tracks)**
Students will work on having presence and engaging an audience, with specific applications to teaching, giving professional presentations, and being persuasive on policy matters informed by research. Students will develop a philosophy of teaching and prepare materials to enable them to start teaching undergraduates the next year.
**CM 891: Dissertation Seminar**  
This course assists students in preparing the dissertation proposal, and in the design and data collection phases of the dissertation process.

**CM 896: Independent Study**  
This course involves the comprehensive study of a particular topic in business administration under the direction of a faculty member. An independent study course can fulfill one elective requirement. A detailed proposal must be submitted to the faculty member prior to registration.

**CM 897: Special Topics in Business Administration**  
This course provides an opportunity for presentation of current topics in business administration that do not fall under the purview of any other course.

**CM 899: Dissertation Research (1 to 9 CR)**  
Research is conducted under supervision of the doctoral committee, leading to the presentation of a doctoral dissertation.

**PhD Courses – Track Specific**

**CM 750: Foundations of Organization Theory.**  
This course introduces students to classic readings in organization theory upon which the field is built (including readings by Weber, Marx, Gramsci, Gouldner, Selznick, Perrow, Polanyi, etc.).

**CM 751: Organizations and Social Change.**  
This course introduces contemporary studies that examine organizations as a setting through which social change can occur. Theories considered include institutional theory, institutional entrepreneurship, network analyses, and social movements. The course will engage critical and postcolonial appraisals of organization theory and uncover the interests and perspectives that theories represent. Students will not only read finished papers, but will examine work-in-progress and learn the process through which research papers are revised.

**CM 755: Qualitative Methods**  
This course introduces a range of perspectives on qualitative research. It focuses on interpretive traditions, working with data, matching research design to theories, and emerging methodological approaches for new theoretical directions.

**CM 760: Globalization and Political Economy Dimensions of Organization Theory.**  
This course will provide a critical analysis of liberal, neoclassical, and radical perspectives on the role of business in modern society. Alternative theories of economic growth, historical changes in power across nations, the role of the state, the power of regulatory regimes, and the impact of ideology will be considered. Global flows of labor, capital, and products will be traced and critically assessed in terms of productivity, effectiveness, distributive justice, and environmental impacts.

**CM 770: Introduction to Research Methods for the Social Sciences.**  
This course will train students in selecting appropriate methods for investigating a research question. We will explore a range of approaches to data, including positivist, interpretive, and critical. Students will learn to read research papers through the eyes of reviewers and note where improvements can be made to tighten the flow from theory to research design to conclusions.

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**Why Choose UMass Boston?**  
UMass Boston is recognized as a world-class research university with a reputation for linking research to economic development and community well-being. The College of Management has been recognized by the Aspen Institute’s Business & Society program as among the top 75 business schools in the world for leadership in researching and teaching about the social impacts
of business. The location, breadth, and depth of University offerings, and faculty expertise, all offer doctoral students the chance to make a difference through their education.

Faculty:
Over a dozen dedicated faculty members are devoted to student learning in the OSC track alone, with additional faculty serving in supporting roles. Faculty are leaders in their fields who regularly publish scholarly articles in top academic journals on topics such as global poverty, social entrepreneurship, sustainable enterprise, and diversity, among others. Doctoral students will be paired with faculty advisors based on their area of interest. This intense mentorship program allows students to learn the crafts of research and teaching in a highly collaborative environment.

Current faculty include:

**Martin Calkins**  
*Associate Professor of Management*
Professor Calkins’ research interests include moral theory, in particular, casuistry, moral theory comparisons and virtue ethics, contemporary international business issues such as those involving the automobile and oil industries’ strategies in China and India, and contemporary computer and internet related social issues.

**Edward Carberry**  
*Assistant Professor of Management*
Professor Carberry’s areas of expertise include employee ownership, organizational theory, inequality, corporate governance. His current research looks at the influence of the corporate scandals on executive compensation and corporate governance; the global diffusion of compensation and human resource practices; and the consequences of employee ownership and systems of decentralized organizational authority for employee and organizational outcomes.

**Varughese George**  
*Assistant Professor of Management*
Professor George’s research interests involve the strategic implications of innovation, locus of innovation, and in particular the linkages of firms to the sources of innovation arising outside their boundaries.

**Arthur Goldsmith**  
*Associate Dean*
Professor Goldsmith’s areas of research expertise involve international business and development, and African politics and economics.

**Mohsin Habib**  
*Assistant Professor of Management*
Professor Habib’s research interests include FDI (Foreign Direct Investment) and the host country, corruption and international investment, multi-national corporations’ entry decision and organizational design, and entrepreneurship.

**Pacey Foster**  
*Assistant Professor of Management*
Professor Foster's research explores how social and organizational networks help individuals and businesses manage complex decision-making and selection processes in creative industries. His early research explored how nightclub talent buyers use their social networks to manage the uncertainties and risks associated with selecting bands.

**Nardia Haigh**  
*Assistant Professor of Management*
Professor Haigh’s research focuses on business models and strategies that address large-scale sustainability issues, such as those associated with climate change and the management of environmental commons. Her most current project is examining how US firms address global sustainability issues in ways that are successful for the firm and contribute to resolving the broader issue.
Marc Lavine  
**Assistant Professor of Management**  
Professor Lavine’s research interests involve the dynamics of social change, specifically, how ideas give rise to social movements and how social movement actors frame messages to attract and retain adherents. His research also examines positive deviance as a mechanism that enables social innovation, how the social responsibility practices of organizations influence employee engagement, and the study of leadership development and the dynamics of collaborative leadership.

David Levy  
**Professor of Management**  
**Director of the Center for Sustainable Enterprise and Regional Competitiveness**  
Professor Levy’s research interests involve business responses to climate change, corporate political strategy, development of renewable energy industry, and multinational corporations and global governance.

Benyamin Lichtenstein  
**Associate Professor in Management**  
Professor Lichtenstein’s areas of research expertise include the emergence and transformation of entrepreneurial ventures, dynamics of social and organizational change, complexity science and the ecology of leadership, and social change through entrepreneurial innovation.

Stephan Manning  
**Assistant Professor in Management**  
Professor Manning’s research stretches across the field of management and mainly covers three areas: (1) the formation and coordination of project-based relationships and networks; (2) global service sourcing and geographic knowledge services clusters; and (3) the role of multinational corporations in promoting sustainable development and global institution-building. His research spans different countries, including Germany, the U.S., Romania, China and Kenya; and industries, including film production, the automotive industry, the coffee industry, and global business services.

Banu Ozkazanc-Pan  
**Assistant Professor of Management**  
Professor Ozkazanc-Pan’s research interests include management in a global context, social and economic development and entrepreneurship activities, theorizing management and organization.

Suhaib Riaz  
**Assistant Professor of Management**  
Professor Riaz’s areas of expertise include strategic management, organizational theory, and international business. His research interests include organizational change, institutional maintenance and change, business and society.

Maureen Scully  
**Associate Dean of Graduate Programs**  
**Associate Professor of Management**  
Professor Scully’s areas of research expertise include organizational change efforts, grassroots employee initiatives, beliefs about inequality and meritocracy, dimensions of diversity at work, labor and management joint efforts. Her research interests include how Americans make sense of inequality in the workplace, new discourses to address and remedy inequality, and forms of voice at work.

Mary C. Still  
**Assistant Professor of Management**  
Professor Still studies social and organizational change, and in particular how social networks foster and impede the emergence of new institutions. Her research focuses on elite U.S. companies and their adoption of disparate practices such as the Internet and work/family programs. She is especially interested in innovative methods for collecting network data, in particular from the Internet, and toward that end has built a database of more than 8,000 Fortune 100 managers and their career histories using online sources.
Affiliated faculty include:

**Janice Goldman**  
*Lecturer in Management*  
Dr. Goldman’s areas of expertise include organizational sociology, organizational leadership, economic development, education and public policy, public-private partnerships, organizational theory.

**Werner H. Kunz**  
*Assistant Professor of Marketing*  
Professor Kunz’s areas of expertise include social media, social networks, and e-services, service marketing and consumer behavior, innovation communication & perception, consumer behavior, market research.

**Raymond R. Liu**  
*Associate Professor of Marketing*  
Professor Liu’s research interests include business-to-business and consumer complaint behavior, cross-cultural consumer behavior, country image and country-of-origin, knowledge management and learning organization, marketing research methods, marketing strategic relationships.

**Vesela Veleva**  
*Lecturer in Management, Associate Director of the Center for Sustainable Enterprise and Regional Competitiveness*  
Dr. Veleva’s areas of expertise include sustainability indicators, corporate social responsibility, environmental and occupational health, and cleaner/sustainable production.

**Vincent Xie**  
*Assistant Professor of Marketing*  
Professor Xie’s areas of expertise include consumer behavior, marketing communication, persuasion knowledge, marketplace deception, social values, judgment and decision making.

**Jurui Zhang**  
*Assistant Professor of Marketing*  
Professor Zhang’s research expertise includes marketing modeling network analysis, social networks/social media, innovation and new product development, and third-party information.

**Leon Zurawicki**  
*Professor of Marketing in Management*  
Professor Zurawicki’s areas of expertise include international business and marketing, and export management. His research interests include foreign direct investment, corruption and international business, consumer behavior during economic crises.
Location:
The College of Management at UMass Boston is centrally located in one of the world’s premier cities for finance, technology, health care, social services, not-for-profits, consulting, and the arts. The opportunities for study, research, and outreach by doctoral students are in abundance in the Boston area. Students will be able to leverage relationships among faculty and industry leaders, while conducting their own research.

Program Costs:
The College of Management provides financial support for doctoral students in the form of an annual stipend of up to $25,000 and remission of tuition and fees. In return for this support, the student serves as a research assistant for the first two years of the program, and as a teaching assistant when ready in later years. A student in good standing may receive an annual stipend for a maximum of three years.

Applying to the Program:
Applicants to the doctoral program should have a broad interest in the role of organizations and the business-society interface. Applicants are welcome with backgrounds in liberal arts disciplines, such as sociology and political science, but will need to study the foundational elements of business. Most applicants will hold a master’s degree, but exceptional students with only a first degree will be considered. Letters of recommendation, standardized test scores, and two essays are also required as part of the application. The program is selective and will admit approximately six to eight students each year.

When applying, please submit all materials to:

The Office of Graduate Admissions
The University of Massachusetts Boston
100 Morrissey Boulevard
Boston, MA 02125

Once applications have been reviewed, the program’s PhD Admissions Committee will schedule interviews with all finalists (typically in early to mid-March). Interviews are considered an important part of the application process. They may take place via telecommunications or on campus.

The application deadline is January 15, 2013 for a Fall 2013 Admission.
Applications must be complete by this time to be considered.

Admission decisions are announced by April 1, 2013.
All PhD applicants must submit the following materials:

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<th>ITEM</th>
<th>DESCRIPTION</th>
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<tr>
<td>1</td>
<td>On-line Application</td>
<td>PhD Students are only admitted in the Fall semester. Please select “Full Time” for Academic Load (we do not currently have a Part Time option). Under Intended Major, select “Business Administration: Organizations and Social Change (PhD)”</td>
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<td>Link: <a href="http://www.umb.edu/admissions/grad/apply">http://www.umb.edu/admissions/grad/apply</a></td>
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<td>2</td>
<td>Transcripts</td>
<td>Official transcripts from all higher education institutions attended, undergraduate and graduate. Only students who possess at least a four-year Bachelor’s degree or equivalent from an accredited college university can be considered for admission.</td>
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<td>3</td>
<td>Test Scores: GMAT or GRE</td>
<td>Official GMAT or GRE For more information about the GMAT and GRE please refer to <a href="http://www.mba.com">http://www.mba.com</a> or <a href="http://www.ets.org/gre">http://www.ets.org/gre</a></td>
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<td>4</td>
<td>Test Scores: TOEFL or IELTS International Applicants Only</td>
<td>International applicants are required to take either the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System exam (IELTS).</td>
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<td>5</td>
<td>Three Letters of Recommendation</td>
<td>Three letters of recommendation, preferably from individuals who can assess your academic performance, your preparedness for rigorous theory and methods courses, and your capability to conduct original research.</td>
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<td>6</td>
<td>Current Resume or Curriculum Vitae</td>
<td>Please list your educational background on page one with degree(s) earned, name of school(s), major(s) and overall GPA(s).</td>
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<td>• e-mail to: <a href="mailto:phdcm@umb.edu">phdcm@umb.edu</a></td>
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<td>7</td>
<td>Required Application Essay #1</td>
<td>Topic: Why do you want to pursue a PhD in Business Administration, in the Organizations and Social Change track? You might include strengths you will bring to this program of study, where you see your future career, aspects of your background and experiences that prepare you for this program, and how specifically our PhD program is appropriate for you. (Specifications: 750 words each, 12 point font normal margins. Please include your name at the top of each page.)</td>
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<td>Required Application Essay #2</td>
<td>Topic: Select a topic that interests you. Indicate why you find the topic compelling, what questions or puzzles it raises, why you might like to research this topic, and how you might go about investigating this topic. Through this essay, you are not committing in any way to what topic you will eventually study in the PhD program. Instead, think of it as an opportunity to show us your “habits of mind” and how you approach an issue in a systematic and original way. (Specifications: 750 words each, 12 point font normal margins. Please include your name at the top of each page.)</td>
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<td>9</td>
<td>International Applicants Only</td>
<td>In addition to the TOEFL or IELTS scores requested above, international applicants are required to submit additional documentation (link below): <a href="http://www.umb.edu/admissions/grad/international_graduate_students">http://www.umb.edu/admissions/grad/international_graduate_students</a></td>
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Contact Us:

We encourage you to explore our PhD in Business Administration program and contact us with any questions.

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<th><strong>Mailing Address:</strong></th>
<th>The University of Massachusetts Boston College of Management PhD in Business Administration 100 Morrissey Boulevard Boston, MA 02125-3923</th>
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<tr>
<td><strong>E-mail:</strong></td>
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<td><strong>Phone:</strong></td>
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