DOCTORAL PROGRAM
IN MANAGEMENT
“Faculty members took an incredibly active role in getting to know the new students early on — learning about our research interests and facilitating helpful connections with colleagues both within the business school and in other areas. I witnessed first hand the proactive support the faculty provided for the graduating students in my department, who ultimately received multiple offers from top universities.”

BENNETT CHILES, ’16

FROM: Greenville, South Carolina
DEGREES: B.Sc, Mathematical Economics and Art History, Wake Forest University
RESEARCH FOCUS: Corporate strategy, pricing and social enterprise
» HOW DO WE THINK IN THE NEXT?

We start with research. Consider, for example, our exploration of what makes an online video worth sharing, our analysis of long-term deflation forecasts embedded in the prices of Treasury bonds and inflation derivatives, or our finding that people who use exact numbers instead of whole numbers are seen as more confident. Through all of our research, we pursue the next set of principles, the next business model, the next working environment or the next mode of thinking.

We back it up with access. Doctoral students live in a city of innovation, study within the university’s top-notch research facilities and work alongside UCLA Anderson’s highly celebrated faculty. Our small and selective programs provide students with every opportunity to excel. By maintaining a professor-to-student ratio of one-to-one, students cultivate deep and lasting relationships with the best researchers and educators of this generation — while training to lead the next.

Welcome to UCLA Anderson, where you will embark on a career of ground-breaking research — changing how people see business in the future.
FRANCIS LONGSTAFF
Allstate Chair in Insurance and Finance
Senior Associate Dean and Director, Doctoral Program

DEGREES: Ph.D., Finance, The University of Chicago;
B.A., Accounting (First in Class), University of Utah;
M.B.A., Finance, (First in Class), University of Utah;
B.A., Finance, (Magna Cum Laude), University of Utah

CURRENT RESEARCH: Fixed income markets and credit risk: inflation-linked securities and derivatives; illiquidity and its effects on security values.

NUMBER OF PUBLISHED PAPERS: 60

INTERESTING FACT: Working on joint project with UCLA Astronomy researchers applying econometric techniques to near-infrared observations of the black hole at the center of our galaxy.
“The Ph.D. program is one of the crown jewels of UCLA Anderson School of Management. We are training scholars from around the world to become the next generation of innovators and thought leaders in research, education and industry.

Our alumni include distinguished faculty at many of the world’s great academic institutions. Our graduates tell us that the UCLA Anderson Doctoral Program is second to none in terms of quality and accessibility of faculty, staff and alumni support, class and resource flexibility and its location in the intellectual and cultural hub of Los Angeles. If you have a passion for research and love to think, write, teach and debate, we hope you will consider applying to our program.”

“We hope to be not only advisors for our students, but mentors. Mentoring involves more than advising; it develops from an extended relationship in which the attention is not only on students’ academic career but on personal growth, too. Our hope is that this relationship will last forever.”

PAOLA GIULIANO
Assistant Professor, Economics

DEGREES: Ph.D., Economics, University of California Berkeley; B.A., Economics, Bocconi University

RECENT RESEARCH: How growing up in difficult macroeconomic conditions influences economic and political beliefs.

NUMBER OF PUBLISHED PAPERS: 22

INTERESTING FACT: Giuliano is a major film buff.
UCLA Anderson is proud to maintain one of the top-rated faculty advisor groups internationally. But don’t take our word for it; BusinessWeek ranks UCLA Anderson’s Ph.D. program among the top in the world for intellectual capital.

The researchers at UCLA Anderson are at the top of their fields, and students find immense value in learning from and working with faculty of that caliber. Representing diverse interests and backgrounds, researchers prize creativity and ingenuity. It’s how associate professor Filipe Caro stood out, for instance, by becoming the first-ever winner of ecch’s New Case Writer and Overall Category awards with a study on the oft-referenced clothing retail chain, Zara.

With so many groundbreaking and award-winning case studies papers developed at UCLA Anderson, students are not merely learning about the most important research in their fields; they’re becoming active participants in its development, too.

“Think across boundaries. My research area holds a weekly lunchtime lab meeting, in which faculty and students from marketing, strategy, accounting, M&O and psychology all talk about and get feedback on our ongoing research projects. Being able to incorporate those different perspectives into the research is exciting.”

SUZANNE SHU
Assistant Professor, Marketing

DEGREES: Ph.D., Behavioral Sciences, University of Chicago; MBA, University of Chicago; M.Eng., Electrical Engineering, Cornell University; B.S., Electrical Engineering, Cornell University

RECENT RESEARCH: How psychological factors such as loss aversion, impatience and concerns about fairness affect how retirees plan their retirement income.

NUMBER OF PUBLISHED PAPERS: 23

INTERESTING FACT: Shu had two children while completing her Ph.D.
FELIPE CARO
Associate Professor, Decisions, Operations & Technology Management

DEGREES:
Ph.D., Operations Management, Massachusetts Institute of Technology;
Industrial Engineering (Professional Title), University of Chile;
B.Sc., Industrial Engineering, University of Chile

CURRENT RESEARCH: The practical applications of decisions made under uncertainty.

NUMBER OF PUBLISHED PAPERS: 16

INTERESTING FACT: Caro has backpacked through Mali, Burkina Faso, Ghana, Nepal, India, Cambodia, Thailand, Ecuador and Peru.

“Here at UCLA, we work on a more interesting and diverse set of problems.”

FELIPE CARO
» We’re committed to a one-to-one faculty-to-student ratio.

At UCLA Anderson, we practice more than just an open door policy; doctoral students find that advisors are accessible, approachable and passionate. As such, the relationships between student and advisor tend to be startlingly productive. The proof: Ph.D. students coauthor 20–40 percent of faculty research.

“UCLA Anderson is offering me a chance to work with some of the best researchers in their fields. The diversity of the faculty’s background provides us with multifaceted points of views that enhance our knowledge base.”

ANDREA DI MICELI, ’15

FROM: Gaeta, Italy

DEGREES: B.A., Economics and Social Sciences, Bocconi University, Milan; M.S., Economics and Social Sciences, Bocconi University, Milan

RESEARCH FOCUS: Applied Microeconomics
“We are a tight-knit community of professors and students — incredibly collegial. It helps that the program is small, both in terms of student body cohesiveness and in terms of proximity between students and faculty.”

ROMAIN WACZIARG
Professor, Economics; GEM area chair

DEGREES: Ph.D., Economics, Harvard University; M.A., Economics, Harvard University; M.A., Economics, Université de Paris-Dauphine; B.A., Economics and Public Policy, Institut D’Etudes Politiques de Paris

RECENT RESEARCH: Exploration of changes in per capita income in both emerging and developed economies; ethnic and linguistic diversity’s effect on economic outcomes; the long view of the causes and effects of democratization on economic performance.

NUMBER OF PUBLISHED PAPERS: 23

INTERESTING FACT: Of the Sierra Club’s list of 248 major Sierra Nevada Peaks, Wacziarg has climbed 33 — including 14 of California’s 15 peaks above 14,000 feet. If he can keep up a rate of about 10 peaks a year, Wacziarg should be able to complete the entire list in about 20 years.
Many of our alumni are now distinguished faculty at some of the world’s most renowned institutions.

Our placement rate is 100 percent among candidates seeking employment. Below are some examples of our graduates and their rewarding careers.

DANIEL AOBDIA, ’12
Assistant Professor of Accounting Information & Management

“One of the true advantages is that you can really create some strong relationships with the faculty,” says Daniel Aobdia. And he should know. After completing an MBA at UCLA Anderson, Aobdia returned to the school, on a faculty advisor’s suggestion, to earn his Ph.D. While in the program, he was treated by the school’s top accounting scholars as a peer, and he valued the opportunity to work alongside his professors on their research and have their guidance on his own. “You have to take the step to knock on the door,” says Aobdia. “But once you do that, the door is always open.”

MITSURU IGAMI, ’12
Assistant Professor of Economics

Mitsuru Igami graduated from UCLA Anderson in 2012 feeling thoroughly prepared to rise to both the research and teaching requirements of his new post at Yale. “It says a lot about the program that I had a luxury of six advisors [from both Anderson the Economics Department] while still maintaining intellectual ownership over the project,” says Igami about his Ph.D. dissertation. While Igami appreciates that his professors were open minded, he also values the Socratic advisory style of his main advisor Edward Leamer. “He was an excellent teacher. He asked simple questions that saved me a lot of time and made my research relevant for a broader audience.”

MORVARID RAHMANI, ’13
Assistant Professor in Operations Management

Morvarid Rahmani chalks up her success in the job market to three main strengths developed at UCLA Anderson: teaching experience, confidence in presentation and her research into the dynamics of collaboration in knowledge-based work processes. But earning two additional masters degrees (an M.A. in Economics and a MS in Electrical Engineering) while in the program surely didn’t hurt her options either. “I personally took too many courses, but it was a good opportunity,” she says. “I found them useful in my research.” She was also encouraged to hit the conference circuit early, which, with teaching and coaching from professors, helped her become a fearless public speaker. She values that the program afforded her the structure to succeed while also offering her the freedom to blaze her own path.
Albert Sheen was given an unlikely piece of advice while at UCLA Anderson: Don’t read the literature; read the newspapers. The idea is that to find an original and culturally important research topic, you can’t just emulate what’s already been done. In a program where independent research is prized, the tip gave Sheen another avenue to discovery — one that paid off for him while at UCLA Anderson and since.

While the program encouraged scholarly independence, he also found the collegial atmosphere highly supportive. “The way they have students arranged, everyone sees everyone every day,” recalls Sheen. “It was really one of the friendliest places I have ever been. I’d go out on the balcony every day under blue skies and in perfect weather.” The overall atmosphere may not have been an item on his list when applying for doctoral programs, but when he got to UCLA Anderson, it certainly was a bonus.

Charlotte Ren admits that although the math and economics course work required in Strategy was challenging at the time, as fundamentals they were invaluable. “It requires students to be very hard working and very disciplined,” says Ren. “It’s worth the effort and the pain.” The classes opened her up to a whole new area of study; today half of her research — the work she does in competitive strategy — is the field of economics. “[The school] focuses on whether the student has a solid foundation. They have the guts, the courage to take a unique approach, which becomes a selling point.” The benefits continue long after the classes are over.

Although knowing what’s going to be the next important subject in marketing may seem like intuition, to be consistently forward-thinking is instead a practiced methodology. “UCLA Anderson taught us how to think about the field,” says Sonnier. “How to assess where the field is today — but also where it’s heading in the next three to five years.”

The lessons were taught in an atmosphere of respect. “The faculty treated us like colleagues from day one.” During his time at UCLA Anderson, Sonnier formed lasting personal and professional relationships. Since graduating in 2006, he’s co-authored papers with his former advisor and with UCLA Anderson colleagues who are now at other institutions.
“The environment is very supportive and collaborative. We have the opportunity to work with professors with many different areas of expertise.”

MARISSA SHARIF, ’16

FROM: Upland, California

DEGREES: B.S., Psychobiology, University of California, Los Angeles

RESEARCH FOCUS: How self-control and memory influence judgment and decision-making.
For more than seventy-five years, doctoral students have been drawn to UCLA Anderson for its global prestige, academic rigor and award-winning faculty — not to mention its location in one of the most desirable cities in the world.

A WORLD-CLASS NETWORK

At UCLA Anderson, you’ll work alongside a peer group comprised of the best and the brightest. Friends and fellow students today become colleagues and collaborators tomorrow. These relationships are incredibly valuable, but they’re only a small fraction of the vast network UCLA Anderson has to offer.

Since its founding, UCLA Anderson has been building a community of business leaders, research scholars and innovators. Our alumni network — as grand as it is renowned — stretches across all 50 states and through more than 100 countries. Graduates have gone on to support all facets of business, industry, academia and government.

Alumni are an immensely valuable resource. Whether looking to share expertise, gain contacts or solicit advice, the alumni network — now 37,000 people strong — is everywhere for support. Your membership will last a lifetime.

SUPPORT FOR INTERDISCIPLINARY RESEARCH

Here, we think across boundaries. To advance the quality and depth of research, doctoral students are encouraged to tap every resource available, whether in their discipline or outside of it. Many programs actively promote cross-disciplinary engagement. To advance their research, doctoral students can take classes with the impressive faculty from other fields of study. Faculty and students from multiple disciplines also gather weekly to talk through current research. The reason: We believe that by following passions rather than academic lines, the most compelling research and ideas will emerge.

UNPRECEDENTED ACCESS

More than 90 percent of UCLA Anderson graduates land faculty positions after they complete the program. That’s because we offer our students more — in terms of the vast resources across UCLA, in terms of our 1:1 faculty to student ratio and in terms of our unparalleled faculty support of student research. Los Angeles is a global hub of innovation (not to mention the next big city for start-ups,) and the Ph.D. program pulls in top-tier business and research talent to speak regularly.

To support a wide range of research goals, we have six world-class research centers, focusing on everything from real estate to international business education to media and sports. Our faculty operate at the top of their fields and expect students to strive for similar levels of scholarly esteem. The research is rigorous, but the atmosphere is highly supportive. Incoming students are often surprised by the program’s open and collaborative atmosphere, as well as the passion of their professors.
Our doctoral students choose an area of concentration from seven fields of study. Each discipline examines the fundamental problems at its core by applying state-of-the-art research methods. Results contribute to a greater understanding of management.

“To have faculty advisors of this caliber be so enthusiastic about helping me develop and find my own voice as a researcher is tremendous.”

TOM ALTURA, ’15

FROM: Berkeley, California

DEGREES: B.A., Anthropology, 2005, University of California, Los Angeles; MBA, 2010, UCLA Anderson School of Management

RESEARCH FOCUS: The economic and social factors that lead to the development of inter-organizational networks.
ACCOUNTING
The accounting field is in the middle of an exciting and dramatic evolution where even its most fundamental underpinnings have shifted. With an interdisciplinary approach that combines economics, finance, behavioral sciences, decision theory and statistical modeling, doctoral students are positioned at the cutting edge of a rapidly evolving discipline, helping to establish the theories and practices that will guide it in the future.

DECISIONS, OPERATIONS & TECHNOLOGY MANAGEMENT
In a study of citation impact, UCLA Anderson’s DOTM program is ranked #2 among U.S. business schools. Here, students gain a general understanding of management principles, a firm foundation in decision sciences and operations-management theories, and the modeling, data-development and analytical problem solving skills to effectively apply their research.

GLOBAL ECONOMICS & MANAGEMENT
This program prepares students to think creatively about the most pressing international economic issues today — and tomorrow. We encourage students to take a semester abroad to deepen their research ties and to better respond to global trends. For instance, Big Data, high-volume data analysis and the resulting decisions made by businesses and governments have become a hot topic of inquiry.

FINANCE
UCLA Anderson’s finance Ph.D. is ranked among the top in the world, both for its students’ publishing prowess and the program’s overall excellence. Three former presidents of the American Finance Association are among our ranks, helping to teach the ways in which individuals, business entities and other organizations allocate resources over time. An applied branch of economics, finance covers decision-making in times of uncertainty, an examination into balance sheet liability and an exploration of funding markets.

“If you research what others think is interesting, you will not enjoy your career as much and will be less likely to have impact. Swing for the fences. Study what you are passionate about and you will enjoy your research for a lifetime.”

BRUCE CARLIN
Associate Professor, Finance

DEGREES: Ph.D., Finance, Duke University; MBA, Washington University of St. Louis; Graduate Degree in Applied Math, Washington University of St. Louis; M.D., Northwestern University School of Medicine; B.S., Northwestern University

CURRENT RESEARCH: Disagreement and asset prices; consumer search fatigue; political influence and the regulation of consumer financial products

NUMBER OF PUBLISHED PAPERS: 47 (16 in Finance and Economics, 31 in Medical journals)

INTERESTING FACT: Carlin has claimed five top-five finishes in the annual Financial Research Association poker tournament in Las Vegas, including four 2nd place cashes.

MANAGEMENT AND ORGANIZATIONS
This program takes a truly multidisciplinary approach to human resources research. By engaging with top-ranked programs in economics, education, psychology and sociology, doctoral students gain a broad perspective that scales from the study of individuals in work settings to the economic and social environment that shapes both organizations and the work force.

MARKETING
Understanding the behavior of consumers has never been more important. The doctoral program in marketing strives to understand, explain and predict the effectiveness of marketing strategies, while also developing cutting-edge theoretical frameworks to establish new ones. The program’s staff supports behavioral, quantitative and managerial approaches.

STRATEGY
This specialty investigates the fundamental problems that firms and managers face when formulating a business strategy or making business decisions. Doctoral candidates choose from two tracks. Strategic management develops theories and empirical methods that ask questions about firm innovation. Decision-making employs mathematical models (with a foundation in economics, decision analysis, behavioral decision-making and game theory) to understand why firms and the people in them make certain business decisions.
“Once or twice a week, top faculty from around the world present their ideas to the finance group. These seminars are a great way to generate new research ideas and to learn from other scholars.”

ROB RICHMOND, ’15
FROM: Littleton, Colorado
DEGREES: B.S., Applied Mathematics, University of Colorado at Boulder
RESEARCH FOCUS: Examining foreign currency returns through strategies similar to the carry trade

“I enjoy working with people. I like to invite students to work with me to learn from a memorable and unique experience. It allows them to pursue work one-on-one that they find rewarding while sharpening their analytical thinking and writing skills. It also gives me the chance to establish friendships with students, something I treasure and find meaningful as well.”

CHRIS TANG
Distinguished Professor and Edward W. Carter Chair in Business Administration
DEGREES: Ph.D., Operations Research, Yale University; M.Phil., Statistics, Yale University; M.A., Operations Management, Yale University; B.Sc. Mathematics (First Class Honors), King’s College, University of London
CURRENT RESEARCH: Global supply chain management; retail operations; social business operations.
NUMBER OF PUBLISHED PAPERS: 100+
INTERESTING FACT: Even while maintaining a breakneck publishing schedule, Tang finds time to enjoy tennis, opera and traveling.
We welcome your interest in our Ph.D. program.

Our admissions process is your opportunity to present a clear picture of your experience and background, as well as your current and future research interests.

Following are general admissions requirements and a brief overview of financial aid options. Note that application requirements may vary among the fields of study selected, so please visit our website to review all current detailed materials and requirements necessary to apply to the program. Prospective applicants may apply online: anderson.ucla.edu/degrees/phd.

APPLICATION DEADLINES
Applications for admission should be filed no later than the first Friday in January. Students are admitted for the fall quarter only, which usually begins the last week of September. Admission decisions are made on or before March 31 each year. An offer of admission is valid only for the quarter awarded and cannot be deferred to a later quarter.

PREREQUISITES
A bachelor’s degree is the only educational prerequisite for the UCLA Anderson Doctoral Program and must be comparable in standard and content to a bachelor’s degree from the University of California or from a college or university of fully recognized standing. Admitted students generally exhibit proficiency in business administration, quantitative methods or one of the social sciences. Approximately five percent of applicants are admitted to the program each year. Admitted students should consult with their specific area of study for any additional preparation in the summer that might be required prior to entering the program. To be considered for admission, an applicant must have maintained a minimum scholastic average of B in his or her undergraduate coursework or a B+ average in any prior graduate work. The Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) must be taken by applicants. Applicants whose native language is not English may be required to take the Test of English as a Foreign Language.

―This network is powerful. Colleagues and friends will become potential co-authors. We constantly give feedback to each other and are encouraged and challenged.‖

XIAOLAN MINDY ZHANG, ’14
FROM: Beijing, China
DEGREES: M.A., Finance, Peking University; B.A., Financial Engineering, Renmin University of China
RESEARCH FOCUS: Intra-firm risk-sharing dynamics between labor and capital owners to explain firm-level cash flow volatility.
FINANCIAL AID

Major sources of financial aid are available to Ph.D. students at UCLA Anderson, and include the following:

» Stipends
» Teaching and research assistantships
» Nonresident-tuition waivers
» Registration-fee waivers
» Restricted Graduate Division fellowships
» Financial aid based on need (loans, work-study funds)

A limited number of teaching and research assistantships, registration-fee waivers, nonresident-tuition waivers and stipends are awarded on a competitive basis by the UCLA Anderson School Doctoral Board Admissions Committee. Graduate Division fellowship recipients are nominated by the department. Our program is currently designed to be completed in four years. Students enroll full time, taking a minimum of 12 graduate units per quarter. While this can consist of independent research study, particularly for advanced students, our Ph.D. students typically enroll in 15 to 18 quarter courses that use traditional lecture and group seminar pedagogy in their first three years. The lecture and group seminar coursework must minimally satisfy requirements of the major field (which vary by area,) a research requirement and a breadth requirement. Students generally are in residence writing a research paper in the first summer and collaborating with faculty on research projects in subsequent years, often as research assistants for the Summer Doctoral Fellows Program.

REQUIRED ADMISSION MATERIAL CHECKLIST

Students interested in applying to the UCLA Anderson Ph.D. program must submit the following admission materials online at gdnet.ucla.edu/gasaa/admissions/applicat.htm:

- Application
- Statement of purpose
- Application fee (see most recent fee amount online)
- Copies of transcripts*
- Three Letters of Recommendation
- Official score reports for GMAT or GRE exams
- Official score report of the TOEFL (international applicants only)
- A financial statement for students seeking non-immigrant visas (international applicants only) will be required only after admission to the program.

Please check anderson.ucla.edu/degrees/phd for any updates.

* If admitted, official transcripts will be required.

“The faculty is not stuffy. Here, there’s easier access to faculty at a very early stage in graduate careers. I’m still in contact with virtually all of my students.”

MARK GRINBLATT
Japan Alumni Chair in International Finance

DEGREES: Ph.D., Economics, Yale University; M.Phil., Economics, Yale University; M.A., Economics, Yale University; AB Economics and Mathematics, University of Michigan, Ann Arbor

CURRENT RESEARCH: A new technique for solving learning-driven dynamic portfolio optimization problems; comparing factor-estimation techniques; volatility surprise risk; valuation and parameter estimation; estimating models of disaster risk in the cross-section; pension plans.

NUMBER OF PUBLISHED PAPERS: 40

INTERESTING FACT: Grinblatt is an avid skier, despite not picking up the sport until age 40.
I am delighted you’re considering a UCLA Anderson doctoral degree. I know from my own experience that this decision requires a great deal of personal introspection and life planning. You will be making a critical life choice — to become a scholar and educator. Think hard, see if it suits who you are and then embark on this transformative journey.

At UCLA Anderson, we think in the next. We go beyond the obvious, develop new research paradigms, advance models and identify new approaches and applications across all business fields. UCLA Anderson shapes the future, and our Ph.D. program positions you to tackle the crucial issues of today — and tomorrow.

Our students have unlimited access to our faculty, who are among the world’s leading experts in their respective fields. They will become your coaches, mentors and allies throughout your academic journey. Expect to be transformed in how you think, probe, challenge, analyze information and extract insights from data. Along the way you’ll form lifelong relationships with your professors and a diverse group of stimulating peers from all over the world who have come together at UCLA to be challenged, altered in how they approach questions and connected for life.

Our highly selective program offers many rewards — you’ll become schooled in posing fundamental questions in your field and in the appropriate research methods to address them. Your work here will require independent inquiry and experimentation, and we’ll help you learn how to share your research results with the scientific community. You will have the freedom to explore new scholarship and the expectation to be tested to your intellectual limits. This life-changing journey has taken our graduates to positions at some of the best institutions in the world, including Carnegie Mellon, Columbia, Harvard, M.I.T., Northwestern, Purdue, University of Pennsylvania, Yale, Hong Kong University of Science and Technology, London Business School and Seoul National University.

As you map the next stage of your academic journey, we invite you to bring your talents, tenacity, intellectual curiosity and commitment to rigorous inquiry to the UCLA Anderson Ph.D. program, where we share those values. Join us in our pursuit of the next!

Sincerely yours,

JUDY D. OLIAN // Dean and John E. Anderson Chair in Management