Welcome to the Ph.D. program at USC’s Marshall School of Business. Our program offers doctorates in the areas of accounting, finance and business economics, management and organization, marketing, operations management and statistics. Our flexible program, rigorous courses of study and top-rated faculty prepare our students to become professors at the best business schools in the world, where we expect them to serve as leading thinkers in their fields. We invite highly motivated and intellectually curious students with backgrounds in business, economics, psychology, sociology, mathematics/statistics, computer science and engineering to apply.
At USC Marshall, we believe that ambitious doctoral students are attracted to elite schools where faculty members are committed to changing the world around them.

Marshall’s Thought Leadership Initiative is bringing together a world-class faculty that develops groundbreaking projects, influences global opinion and involves graduate students in all aspects of the research endeavor. The results in the first five years are impressive: Marshall is in its most successful faculty-recruiting period in history and at its highest-ever ranking in the prestigious University of Texas-Dallas Top 100 Business School Research Rankings, while we continue to place our Ph.D. graduates at many of the world’s top business schools.

As a doctoral candidate at Marshall, you will reap the rewards of these accomplishments, working closely with some of the world’s thought leaders who encourage and support an academic community that is an idea incubator. With our location in Southern California, Marshall offers myriad opportunities with industries at the forefront of innovation: biotechnology, life sciences, media, entertainment, communications and health care. In addition, the city of Los Angeles, as a gateway to Asia and Latin America, provides a unique laboratory for business study.

One of Marshall’s hallmarks is the close working relationship between our doctoral students and our world-renowned faculty members. On any given day, you will collaborate with professors on research projects (many of which lead to publications in prestigious journals) and be part of engaging discussions about the changing nature of business in a complex world. Doctoral students also find a close-knit group of peers who are supportive and enthusiastic about each other’s work.

As you explore doctoral programs, we want to be part of your journey. If you need additional information about the Marshall experience, please feel free to contact us or visit our website. We look forward to future conversations.

Fight On!

James G. Ellis
Dean, USC Marshall School of Business
Robert R. Dockson Dean’s Chair in Business Administration
Outstanding placements. World-renowned faculty. Student-focused culture. Marshall gives you all three. Marshall also puts you at the heart of one of the most dynamic and diverse cities in the world and offers a flexible curriculum for you to pursue your research interests, giving you an experience that is unparalleled among the world’s leading Ph.D. programs.

Job Placement
In recent years, Marshall Ph.D. graduates have been offered tenure-track faculty positions at some of the world’s most distinguished business schools, including:

- Columbia
- Cornell
- Duke
- Emory
- London Business School
- Michigan
- MIT
- NYU
- Stanford
- Texas–Austin
- UCLA

For more information on recent Marshall Ph.D. graduate placements, visit marshall.usc.edu/phd/placements.

Faculty
As a Marshall Ph.D. student, you will interact daily with our world-renowned faculty — more than 120 prolific researchers, influential thinkers and leading policymakers — who publish in the top academic and practitioner journals in business, serve as editors of these journals, and hold leadership positions in academia and in the business world.

Among our faculty’s recent distinctions:

- Marshall is ranked 13th in the world in business research productivity for the years 2007-12 by the University of Texas-Dallas Top 100 Business School Research Rankings
- 2012 Long Term Impact Award of the Society for Marketing Science
- 2012-13 Vice President, Academy of Management
- 2010-15 National Science Foundation (NSF) CAREER Award

Visit marshall.usc.edu/faculty to learn more about our faculty.
Culture
Our student-focused program is based on flexibility, a collegial environment and hands-on partnerships with faculty. A Marshall Ph.D. also exposes you to powerful networks outside USC.

- Our Ph.D. program maintains a high faculty-to-student ratio, allowing students to develop research and teaching skills under the apprenticeship of an active faculty member. This level of access is unmatched by any other major research institution.
- We employ a “learner-centered” approach, fostering intellectual partnerships between faculty and students as students hone their skills in locating, assessing, applying and presenting information.
- We practice our core values of free inquiry, informed risk taking and experimentation, mutual respect and tolerance, fairness, and honesty.
- You will have ample co-authorship opportunities with faculty; most of our graduates produce multiple papers with faculty before graduation, many of which are published in leading journals.
- You will have unmatched exposure to global cultures as USC is home to more international students than any other university in the United States.
- Marshall won the 2010 Mellon Culture of Mentoring Award, USC’s highest honor for mentoring, given to the one program that has demonstrated exceptional effectiveness in creating a sustainable culture of mentoring.
- Graduates join two powerful networks with unsurpassed reach: the Trojan Family, with more than 335,000 USC alumni worldwide, and the Marshall Trojan Family, with 80,000 graduates in 123 countries.

Location
Based in Los Angeles, Marshall students gain unique business and international perspectives.

Within L.A. you will find:
- Headquarters of more than 15 Fortune 500 companies
- Industries defining the new millennium, including biotechnology, life sciences, media, entertainment, communications and health care
- More than 200 languages spoken
- Unique access to and perspectives on the economies and cultures of Asia and Latin America (business leaders from the Pacific Rim frequently visit Marshall for conferences, lectures and other events)

Curriculum
The Marshall Ph.D. program offers you the opportunity to explore your research interests and take advantage of the courses, centers and programs offered both within and outside of Marshall.

- Our curriculum includes numerous electives that can be taken within Marshall, at USC schools outside of Marshall and at other universities.
- USC offers more than 400 highly regarded graduate and professional programs that prepare students for leadership positions in research, education and professional practice.
- Our interdisciplinary approach to research includes productive collaborations with other USC professional schools and access to USC’s 100-plus research centers and institutes.

Competitive Graduate Assistantship
Accepted students receive a competitive graduate assistantship package. The package includes a full tuition waiver, a generous stipend, health and dental insurance, and coverage of mandatory student health center fees. The assistantship is guaranteed for four years for those who maintain satisfactory degree progress. Funding is also available during the fifth year for students who meet certain performance criteria.

According to the Association to Advance Collegiate Schools of Business (AACSB), the demand for new business faculty around the world continues to exceed the supply of available, qualified doctorates graduated each year. With this increase in competition among business schools, salaries for faculty at top business schools range from $150,000 to $250,000.
Our Ph.D. program is a full-time program that must be completed in residency at USC. You must complete a minimum of 60 units (approximately 20 classes), including 4-8 units of dissertation preparation. (Applicants who enroll in our program with a graduate degree at an accredited institution may be admitted with advanced standing, reducing the minimum number of required units.) Completion of the program generally takes five years, with exceptions handled on an individual basis.

Among the requirements for all Marshall Ph.D. students:

- One course in microeconomics or behavioral science
- One course in statistics
- One course in research design
- Eight semesters of research with faculty
- Screening exam at the end of the first year to assess student progress
- Qualifying exam at the end of the second year or beginning of the third year to assess knowledge of specialty area
- Teaching-development programs
- Dissertation proposal and defense seminar

Visit marshall.usc.edu/phd for more information on the Marshall Ph.D. program.

Admissions

Applicants should have:

- Strong academic records
- Superb letters of recommendation from academicians speaking to the student’s research capacity
- A statement of purpose that conveys the applicant’s research interests

The admissions committee values well-qualified applicants who are excellent communicators, have a strong work ethic and are aware of why Marshall is a good fit for them.

Applications

Applications are accepted in the fall for entrance to the following fall’s incoming class. Applications are only accepted for the fall term.

For application details, including requirements, deadlines and class profiles, visit marshall.usc.edu/phd/admissions.
Years 1-2
• Take 3-4 classes per term
• Work on research under the guidance of a faculty mentor
• Complete a screening exam
• Complete a qualifying exam

Year 3
• Begin work on a dissertation proposal
• Serve as a teaching assistant under the guidance of a faculty mentor
• Continue your research with a faculty mentor

Year 4
• Hone your teaching skills as an assistant lecturer for one class
• Defend your dissertation proposal
• Continue your research with a faculty mentor

Year 5
• Begin your search for a faculty position!
• Defend your dissertation and graduate!

UNDERGRADUATE MAJORS
Business Administration, Computer Science and Technology, Control Science, Economics, Engineering, Finance, History, Industrial Engineering, International Relations, Management Science, Mathematics, Political Science, Psychology
Alumni Achievements

Marshall Ph.D. graduates are making an impact in academia and the business world, earning research awards, promotion to tenure and other accolades. Among them are:

Rajesh Chandy, Ph.D. ‘96

Current Position: Professor of Marketing, Tony and Maureen Wheeler Chair in Entrepreneurship, Co-Director of the Deloitte Institute of Entrepreneurship and Innovation, London Business School

Chandy helped raise a £10 million gift for the Deloitte Institute of Entrepreneurship and Innovation.

Shuping Chen, Ph.D. ‘03

Current Position: Associate Professor, Accounting, University of Texas-Austin

Placement: Foster School of Business, University of Washington, Seattle

Chen was recently promoted to associate professor with tenure.

Ran Duchin, Ph.D. ‘08

Current Position: Associate Professor of Finance, Foster School of Business, University of Washington, Seattle

Placement: Stephen M. Ross School of Business, University of Michigan

Duchin won Michigan’s school-wide annual research award with a one-year chair: Sanford R. Robertson Assistant Professor of Business Administration. He has since been promoted to associate professor with tenure in his move to the University of Washington.
Peter Golder, Ph.D. ‘94

Current Position: Professor of Marketing, Tuck School of Business, Dartmouth College

Placement: University of California, Los Angeles

Golder’s paper co-authored with USC Marshall Professor Gerry Tellis received the 2012 Long Term Impact Award of the Society for Marketing Science, for the most impactful article published over the last 10 years. The article was titled “Growing, Growing, Gone: Cascades, Diffusion, and Turning Points in the Product Life Cycle.”

Mahesh Nagarajan, Ph.D. ‘03

Current Position: Associate Professor in the Operations and Logistics Division at the Sauder School of Business at the University of British Columbia

Nagarajan earned tenure in 2010. He was named Alumni Chair of Financial Modeling and Stochastic Optimization, and he won the 2008 INFORMS Optimization Society Young Researcher Prize with two colleagues.

Om Narasimhan, Ph.D. ‘01

Current Position: Professor and Board of Overseers Professor of Marketing, Carlson School of Management, University of Minnesota

Narasimhan recently became a full professor with a chair. He has also successfully placed many of his own doctoral students as professors at leading business schools.

Maria Ogneva, Ph.D. ‘08

Current Position: Assistant Professor of Accounting, Leventhal School of Accounting, University of Southern California

Placement: Stanford University

Ogneva was named one of the world’s top 40 business professors under the age of 40 by Poets & Quants.com (an honor also recognized on Fortune.com and CNN.com).

Jaideep Prabhu, Ph.D. ‘95

Current Position: Jawaharlal Nehru Professor of Indian Business & Enterprise, Director of the Centre for India & Global Business (CIGB) and Fellow of Clare College, Cambridge University, UK

Prabhu just coauthored a book: “Jugaad Innovation: Think Frugal, Be Flexible, and Generate Breakthrough Growth,” described by The Economist as “the most comprehensive book yet” on the subject of frugal innovation.

Yan (Anthea) Zhang, Ph.D. ‘01

Current Position: Professor of Strategic Management, Rice University

Zhang was recently named to a three-year term as associate editor of the Academy of Management Journal. She was the recipient of the 2010 Strategic Management Society (SMS) Emerging Scholar Award.

Graduates of Marshall’s Ph.D. program have joined the faculties of the most prestigious colleges and universities around the world. Faculty advisers work closely with each student to secure a post at a university that is a good fit for the individual’s academic interests and professional goals. For more information on recent Marshall Ph.D. graduate placements, visit marshall.usc.edu/phd/placements.
What Is Accounting Research?
Accounting research examines how financial information is gathered, organized and used by individuals, organizations and markets.

Areas of Research Contribution

Financial Accounting
• Accounting standard setting
• Financial regulation
• International accounting
• Company valuation and financial statement analysis
• Earnings management
• Stock markets and market efficiency
• Earnings forecasting and financial analyst behavior

Managerial Accounting
• Performance evaluation and compensation
• Budgeting and other control issues in organizations
• Balanced scorecard
• Strategic management accounting

Auditing and Corporate Governance
• Audit markets
• Auditor independence
• Auditor behavior and decision making
• Corporate governance issues

Tax Accounting
• Tax planning
• Tax clientele
• Tax policy and its effects on businesses

Consistent Productivity
Our faculty have published extensively in leading accounting journals such as:
• The Accounting Review
• Journal of Accounting Research
• Journal of Accounting and Economics
• Review of Accounting Studies
• Contemporary Accounting Research
• Accounting, Organizations and Society

Our Accounting faculty is ranked 8th in the world by the University of Texas-Dallas Top 100 Business School Research Rankings for research productivity over the past decade.

Recognized Research Authorities
The Accounting faculty have served as editors, associate editors and editorial review board members of premier journals in accounting, including:
• The Accounting Review
• Journal of Accounting Research
• Journal of Accounting and Economics
• Contemporary Accounting Research
• Accounting, Organizations and Society
• Auditing: A Journal of Practice and Theory
• Journal of Management Accounting Research

Faculty Honors
• Wildman Award
• Outstanding Service Award, American Accounting Association
• Notable Contributions to Accounting Literature
• Notable Contributions to Auditing and Managerial Accounting Literatures
• Outstanding Educator Award in Auditing

Ph.D. Student Honors
• Deloitte Touche Fellowship
• KPMG Doctoral Fellowship
• AICPA Doctoral Fellowship

Faculty Professional Leadership Roles
• Deputy Chief Accountant of the U.S. Securities and Exchange Commission
• President of the American Accounting Association
• President of the Auditing and Managerial Accounting Sections of the American Accounting Association

For further details about the Marshall Accounting Ph.D. program, including curriculum and graduate placement, visit marshall.usc.edu/phd/fields/act.
Mark DeFond

“A hallmark of our program is that the faculty consciously attempt to include our Ph.D. students in joint-research projects prior to their graduation. Historically, these projects often result in a jointly authored publication in a top journal. This provides our students with valuable experience doing real research. In addition, few schools are quite as diverse as ours with respect to the research interests of their faculty. All of our students also have a chance to teach one class, under close faculty supervision, before they graduate. This experience is a great way to get their feet wet in a safe environment, and provides the students with confidence in their teaching abilities upon graduation.”

Mark DeFond is a world-renowned expert in auditing, corporate governance and international accounting, and is recognized as one of the top researchers and educators in accounting. He has published more than 25 research papers with works appearing in top accounting journals such as the Journal of Accounting and Economics, Journal of Accounting Research and The Accounting Review. His studies have also been featured in the Wall Street Journal, Los Angeles Times, Associated Press and many more of the world’s top media outlets. Professor DeFond’s research has earned him several awards and honors, including the Journal of Accounting and Economics’ Best Paper Prize (2007) and the Notable Contribution to Auditing Literature Award (2006). Professor DeFond is also a distinguished mentor and educator, recognized nine times for his mentoring and teaching at Marshall and recipient of the Dean’s Educator of the Year Award in 2005.

Professor DeFond’s thought leadership spans beyond the classroom as well. He currently serves as associate editor or editorial board member of The Accounting Review, Journal of Accounting and Economics, Journal of Accounting Research, Contemporary Accounting Research, as well as five other journals, and has presented papers and conducted workshops at conferences around the globe.

Professor DeFond holds a Ph.D. from the University of Washington and a B.A. from San Francisco State University. For more information on Dr. DeFond, including research and contact information, visit marshall.usc.edu/faculty/directory/defond.

Suresh Nallareddy
Marshall Ph.D. Graduate 2012
Assistant Professor of Accounting, Columbia Business School

“USC has exceptional faculty who not only are world-class scholars but also are exceptional mentors to Ph.D. students. They genuinely care for Ph.D. students’ success. They co-author papers with them and also help them transform their dissertation into outstanding research papers. Co-authored papers often result in a publication that provides students the opportunity to learn subtle issues in the publication process and also helps them in the job market.”

Accomplishments at Marshall:
• Co-authored three publications with Marshall faculty
• Won USC Ph.D. Achievement Award
• Received the Mary Pickford Foundation Doctoral Teaching Award

Expertise:
• Financial reporting
• Asset pricing

Article published in:
• Journal of Financial Economics (forthcoming)

Accounting Ph.D. Placements
• Stanford University
• Columbia University (2)
• University of California, Los Angeles
• Emory University
• Washington University, St. Louis
• University of Washington, Seattle
• Pennsylvania State University
• University of Illinois at Urbana-Champaign (2)
• University of Maryland
• University of Arizona (4)
• University of Toronto
• Hong Kong Institute of Science & Technology

Kari Olsen

“The uniqueness of Marshall’s Ph.D. program is the diversity of faculty research areas coupled with a willingness to involve students. Whatever your area of interest, there is likely a well-respected, top-notch faculty member for you to work with. This variety of perspectives fosters creativity, exploration and multidisciplinary collaboration. Early in the program, students are invited to work with faculty, and this provides a mentoring opportunity that accelerates student growth. Marshall Ph.D. students are well-prepared to make meaningful contributions to academia.”

STUDENT

FACULTY

ALUMNI
What Is FBE Research?
FBE research seeks to understand how stocks, bonds and other assets are valued in the marketplace and how these valuations relate to the behavior of companies, investors, governments and the economy.

Areas of Research Contribution

Asset Pricing
- Analyzing expected returns
- Time variation in asset returns
- Asset prices and the macroeconomy
- Evaluating managed portfolios

Corporate Finance and Governance
- Mergers and acquisitions
- Executive compensation
- Corporate financing decisions

Financial Economics
- Market microstructure
- International financial markets
- Pricing and performance of IPOs
- Finance, product and labor markets
- Political economy

Strong National and International Visibility
Our faculty are published in and serve on the editorial boards of the field's top journals, including:
- Journal of Finance
- Journal of Financial Economics
- Review of Financial Studies
- Journal of Political Economy
- American Economic Review
- Econometrica

The Social Science Research Network ranks Marshall 18th in the world for the number of FBE papers downloaded by the academic community in the past 12 months.

Interdisciplinary, Interactive Research Opportunities
Our department actively engages Ph.D. students in learning to become productive researchers through in-depth training and interdisciplinary collaboration, including:
- Frequent collaboration between faculty mentor and student on research projects
- Weekly seminars in which students interact with some of the best finance minds in the country
- Alliances with faculty and research in other Marshall departments, other schools within USC and other research institutes, including Marshall’s Center for Investment Studies and Lusk Center for Real Estate

Ph.D. Student Honors
- SAC Capital Ph.D. Candidate Award for Outstanding Research, Western Finance Association
- Student Travel Award, American Finance Association
- Student Paper Competition winner, Individual Finance and Insurance Decisions

Faculty Professional Leadership Roles
- Former Chief Economist, U.S. Securities and Exchange Commission
- President, Chinese Economists Society
- Past President, Western Finance Association
- Past President, Society for Financial Studies
- Founding Secretary-Treasurer, Society for Financial Studies

For further details about the Marshall FBE Ph.D. program, including curriculum and graduate placement, please visit marshall.usc.edu/phd/fields/fbe.
Wayne Ferson

“Marshall offers doctoral students many great advantages: a world-class faculty who are deeply committed to doctoral education and to their students, a strong suite of Ph.D. courses and the flexibility to adapt the curriculum to your goals, a high-quality group of student colleagues to work with, and the excitement of being part of an evolving, up-and-coming doctoral program at a world-class university located in one of the greatest cities in America. Marshall tailors its program to maximize the professional benefits to its doctoral students. RA and TA assignments are designed, first and foremost, to offer our students the best training and research experience available.”

Wayne Ferson is one of the leading scholars in the world in asset pricing, specializing in empirical methods, investment-performance evaluation and mutual funds. He has published extensively in the leading academic journals for the past three decades, with nearly 40 published articles and 20 published books and monographs to his credit, and has served as a referee for more than 60 academic publishers and journals, including the leading journals in finance, economics and econometrics. Professor Ferson has presented at or chaired over 150 conferences around the world and has conducted more than 230 research workshops at leading universities. His work has received numerous accolades, including the Journal of Financial Economics’ “All Star Paper” for citations through 2001 (two papers), the Bernstein Fabozzi/Jacobs Levy Award of Excellence for a 1999 Journal of Portfolio Management article (2005), the New York Stock Exchange award for the best paper on equity trading (1993) and Best Discussant Award, Financial Research Association (2005).

Professor Ferson has had academic appointments at various universities in the United States, Canada and Europe. He is sought after as a mentor and adviser, having supervised the dissertations of more than 45 Ph.D. students and conducted external faculty reviews for more than 65 institutions. His research appointments include three separate stints with the Federal Reserve Bank. He has served in leadership positions such as president of the Society for Financial Studies and the Western Finance Association and director of the American Finance Association and the Western Finance Association. In addition, Professor Ferson has served as the editor of the Review of Financial Studies and Journal of Empirical Finance. Recently, he started a new journal on asset pricing, the Review of Asset Pricing Studies, for which he is the founding executive editor.

Professor Ferson earned his Ph.D. and M.A. from Stanford and his MBA and B.S. from Southern Methodist University. For more information on Dr. Ferson, including research and contact information, visit marshall.usc.edu/faculty/directory/ferson.
What Is MOR Research?
MOR research includes the study of human behavior in organizational settings, the design of organizational structures and the relationship of organizations to their environments. MOR research draws on the basic disciplines of psychology, sociology and economics to investigate research questions in three general areas: organizational behavior, organizational theory and strategic management.

Areas of Research Contribution
Organizational Behavior
• How individuals make judgments, negotiate with others and lead organizations

Organizational Theory
• How groups (including corporate boards and top management teams) affect and are affected by the organization
• How organizations evolve and change

Strategic Management
• How strategic choices influence organizational performance
• How environmental demands affect organization structure and the boundaries of the firm

Breadth With Depth
Our faculty and curriculum embody breadth with depth.

Breadth:
• Combinations of areas of emphasis and underlying disciplines lead to an array of educational and research possibilities
• Complementary methods courses
• Ample elective opportunities to explore underlying disciplines as well as other areas of research interest both within and outside of Marshall

Depth:
• Solid grounding in fundamentals within the chosen emphasis
• Within each emphasis, in-depth instruction on an underlying discipline

Community Learning
The MOR Ph.D. program is based on the belief that learning our profession involves considerable participation, interaction and doing. You will:
• Interact with faculty frequently and intensely, developing your knowledge and research skills and eventually getting published in top academic journals
• Hone your teaching skills through faculty instruction and as a teaching assistant (possibly teaching your own course)
• Be actively involved in our distinguished speaker series, brown-bag sessions and special-topic groups

Recognized Research Authorities
Our faculty members and doctoral students publish in the most selective and prestigious top-tier journals, including:
• Academy of Management Journal
• Academy of Management Review
• Strategic Management Journal
• Management Science
• Organizational Behavior and Human Decision Processes
• Organization Science

In addition, Marshall's Center for Effective Organizations, headed by Professor Ed Lawler, is one of the world's leading institutes for applied management research.

Faculty Professional and Leadership Roles
• Leadership Excellence magazine top thought leader rankings:
  • No. 2: Warren Bennis
  • No. 35: Morgan McCall
  • No. 59: Ed Lawler
• Irwin Award for Scholarly Contributions to Management
• Organizational Behavior New Concept Award
• McKinsey Best Paper Award (Strategic Management Society)
• Academy of Management Decade Review
• Steven H. Chaffee Career Productivity Award (International Communication Association)
• Past President, Academy of Management
• Associate Editor, Academy of Management Journal

Ph.D. Student Honors
• Ph.D. Dissertation Fellowship, NASDAQ OMX Group Educational Foundation
• Strategy Research Foundation (SRF) Dissertation Grant

For further details about the Marshall MOR Ph.D. program, including curriculum and graduate placement, please visit marshall.usc.edu/phd/fields/mor.
Nandini Rajagopalan

“Marshall faculty are at the leading edge of providing thought leadership in their respective disciplines. They are respected not only for their individual research contributions but also for their wide-ranging contributions to the broader academic community. They engage directly and intensely with Ph.D. students from day one, involving them in research projects that develop their scholarship abilities at the earliest possible stage of the doctoral program. Marshall Ph.D. students receive mentors who will not only challenge and push them intellectually but also nurture them through the various stages of the program and maximize their chances of professional success in academia.”

Nandini Rajagopalan is one of the world’s most distinguished thought leaders in the area of strategic leadership (e.g., the antecedents and consequences of CEO succession) and corporate governance (e.g., boards of directors and governance challenges in emerging markets). Her research has resulted in more than 20 articles published in leading management journals, including the *Academy of Management Journal*, *Academy of Management Review* and *Strategic Management Journal*, as well as several published book chapters, reviews and reprints, and nearly 100 presentations at conferences and research seminars across the globe. Her work has received numerous honors, including the Academy of Management’s Award for Exceptional Service and Dedication, and her research has also been cited by myriad international media outlets, including the *Financial Times*, *USA Today*, *The Economist* and the *London Daily Mail*.

In the field, Professor Rajagopalan is a leader among researchers, with service including associate editor of the *Academy of Management Journal* (2005-2007) before moving to the journal’s advisory board for the past five years, as well as current editorial review board member for three leading journals. Her research has resulted in more than 20 articles published in leading management journals, including the *Academy of Management Journal*, *Academy of Management Review* and *Strategic Management Journal*, as well as several published book chapters, reviews and reprints, and nearly 100 presentations at conferences and research seminars across the globe. Her work has received numerous honors, including the Academy of Management’s Award for Exceptional Service and Dedication, and her research has also been cited by myriad international media outlets, including the *Financial Times*, *USA Today*, *The Economist* and the *London Daily Mail*.

In the field, Professor Rajagopalan is a leader among researchers, with service including associate editor of the *Academy of Management Journal* (2005-2007) before moving to the journal’s advisory board for the past five years, as well as current editorial review board member for three leading journals. At Marshall, Professor Rajagopalan is a standard setter in the classroom, a Distinguished Faculty Fellow at USC’s Center for Excellence in Teaching and the Captain Henry Simonsen Chair in Strategic Entrepreneurship & Professor of Management and Organization. She has received both the Evan C. Thompson Faculty Mentoring and Leadership Award (Marshall School of Business) and the USC Mellon Award for Faculty Mentoring.

Professor Rajagopalan earned her Ph.D. from the University of Pittsburgh, her MBA from the Indian Institute of Management (Ahmedabad, India) and her Bachelor of Commerce from Bombay University (India). For more information on Dr. Rajagopalan, including research and contact information, visit marshall.usc.edu/faculty/directory/nrajagop.
What Is Marketing Research?
Research in marketing utilizes methods from psychology, economics and statistics to study how consumers and businesses interact in the marketplace. Researchers delve into how customers make decisions and how organizations serve their needs.

Areas of Research Contribution
Marketing Strategy
- New product design processes
- Marketing communication
- Distribution-channel strategies
- Strategic-pricing decisions
- Improving marketing effectiveness

Consumer Psychology
- Understanding customer choices
- The role of emotion on customer behavior
- Analyzing brand success and predicting innovation success in technology-intensive markets
- The Internet and the marketing landscape

Dissertation Research First
The aim of the Ph.D. program in marketing at USC is to develop top-notch researchers for productive careers in academia. Students have opportunities to engage in research from the first year and receive constant mentoring throughout their study. They are encouraged to develop their own research program and are given the freedom to pursue their own ideas. Resident faculty with international reputations provide training and guidance on the student's dissertation research.

Faculty Honors and Awards
- Longtime Impact Award of the Society of Marketing Science
- Society of Consumer Psychology Fellow
- American Marketing Association IO Lifetime Achievement Award
- Vijay Mahajan Lifetime Contribution to Marketing Strategy Award
- Alpha Kappa Psi Award
- Harold H. Maynard Award
- William F. O’Dell Award
- Donald R. Lehmann Award
- John D.C. Little Award

A Vigorous and Dynamic Research Environment
You will work hands-on in a thriving research culture with constant exposure to new and important ideas. Marshall is ranked 6th in the world in marketing research for the years 2007–2012 by the UT-Dallas Research Rankings. Our faculty have published in the field's top journals, including:
- Journal of Marketing
- Journal of Marketing Research
- Journal of Consumer Research
- Journal of Consumer Psychology
- Management Science
- Marketing Science

Proven Industry Leaders
Our faculty have a substantial role in shaping the discipline through their positions as editors or associate editors of:
- Journal of Marketing
- Journal of Marketing Research
- Journal of Consumer Research
- Journal of Consumer Psychology

Our faculty also include former presidents of major professional organizations, such as the Association for Consumer Research and the Society for Consumer Psychology.

For further details about the Marshall Marketing Ph.D. program, including curriculum, graduate placement and FAQ, please visit marshall.usc.edu/phd/fields/mkt.
Gerard J. Tellis

“At Marshall, we have an intense research climate, with highly qualified research faculty at the forefront of their respective fields. We also emphasize strong training in one or more of the fundamental disciplines.”

Gerard Tellis is one of the world’s foremost thought leaders on innovation, marketing, global market entry and new product growth. With more than 20 years of research experience, he is one of academia’s most extensively published thought leaders. Professor Tellis has published four books and more than 100 articles in the world’s top marketing journals, and he has won more than 20 awards for his work both in the field and in the classroom. Among his honors are the highest awards in marketing academia – Bass, O’Dell, MSI/H. Paul Root and Maynard (twice). His work has appeared in, among others, Marketing Science, the Journal of Marketing Research, the Journal of Marketing and the Journal of Consumer Research.

Professor Tellis’ impact as a thought leader is felt around the globe, earning him Faculty Fellowships at three universities in the United States, Asia and Europe. His academic appointments include Cambridge University and Sydney-Sussex College (United Kingdom) and Erasmus University (Netherlands). He currently serves two critical roles at USC Marshall: the Neely Chair of American Enterprise and director of the Center for Global Innovation, a world-renowned, cutting-edge marketing research facility.

In the field, Professor Tellis has served at the highest level in both the private and public sectors, including sales development manager for Johnson & Johnson in Bombay, India; expert witness for the U.S. Securities and Exchange Commission; and consultant to major public and private corporations. Presently, he is trustee for the Marketing Science Institute, treasurer for the INFORMS Society for Marketing Science and academic council member for the American Marketing Association. He also previously served as the U.S. Representative on the Executive Committee of the European Marketing Association.

Professor Tellis earned his Ph.D. from the University of Michigan, Ann Arbor. He also holds a post-graduate degree in business from the XLRI School of Business and Human Resources (Jamshedpur, India) and a B.S. from the University of Bombay (India). For more information on Dr. Tellis, including research and contact information, visit gtellis.net.

Yi Zhu

“At Marshall, the faculty provide high-quality guidance and rigorous training to students, and, from the bottom of their hearts, they want us to be successful. Starting from the first day, we are encouraged to work on projects with faculty members, so we already have top-journal publications and/or working papers under advanced reviews by the time we go on the job market. All of these help us build very strong records, stand out among our peers from other schools and thrive in our future careers.”
What Is Operations Management Research?

OM research examines how systems and activities need to be designed to manage the flow of goods, services and knowledge assets in firms. This field is ever more critical as constant and rapid changes in disruptive technologies, along with globalization, offer innovative ways to source new products and services.

Areas of Research Contribution

- How companies can develop systems and processes to optimize delivery of products and services
- Analysis of supply chains of global organizations, particularly:
  - Strategic procurement
  - Outsourcing
  - Inventory theory
  - Distribution and logistics
  - Forecasting
  - Dynamic pricing
  - Bargaining

Collegial, Supportive and Expansive

The OM Ph.D. program is research-focused, collegial, supportive and highly interactive. Ph.D. students are viewed as “junior colleagues” and are encouraged to become involved in academic research with faculty early in their doctoral studies through the following programs and initiatives:

- High faculty-to-student ratio coupled with the faculty’s “open-door” policy leading to frequent and meaningful collaborations
- Presentations by invited faculty from around the world
- Internal brown-bag seminars and colloquia with other research-oriented universities in Southern California

Recognized Research Authorities

The OM faculty have served as senior editors and associate editors of premier management journals, including:

- Management Science
- Operations Research
- Manufacturing and Service Operations Management
- Production and Operations Management
- Naval Research Logistics
- IIE Transactions
- Decision Sciences
- Operations Research Letters

Faculty Honors

- Fellows, Production and Operations Management Society
- National Science Foundation Grants
- Management Science and MSOM Meritorious Service Award
- Best of 2011 WORMS (Women in OR and MS) Paper Award
- JFIG Paper Competition Finalists

Ph.D. Student Honors

- Best Research Paper in the 50th Pacific Telecom Congress

For further details about the Marshall OM Ph.D. program, including curriculum and graduate placement, please visit marshall.usc.edu/phd-fields/iom.
Amy Ward

“Marshall offers Ph.D. students a strong degree of support to identify and pursue important research problems with a breadth of course offerings, the ability to work closely with faculty members and strong resource backing. At Marshall, it is all about: Do you have a good idea, and how will you solve your problem? There is a spirit at Marshall that if you find a good research problem, we will give you the backing to pursue it.”

Amy Ward is one of the world’s top scholars and researchers on approximation and the control of stochastic systems, and the impact of customer impatience and abandonments on service-system performance. Professor Ward’s 14 published journal articles have appeared in, among others, M&SOM, Mathematics of Operations Research, Operations Research and Queueing Systems. She has an additional five publications in various conference proceedings and one trade journal.

Professor Ward also brings critical academic and professional experience to the classroom, having held numerous positions in her career. She is an associate editor of IIE Transactions’ Service Operations Department, recently served as chair of the Service Operations Track at the 21st Annual 2010 POMS Conference and was on the Program Committee for the 2009 Applied Probability Conference. Her professional field experience includes one year as a researcher for a hedge fund managing more than $5 billion and a patent which she holds for a slider method and apparatus.

Professor Ward also knows how to successfully guide Ph.D. students. Along with her publishing accomplishments, she served as the primary adviser for Vasiliki Kostami, who is now an assistant professor at London Business School, and was a co-adviser for Josh Reed, the 2006 winner of the Nicholson Student Paper Competition and now an assistant professor at the Stern School of Business at NYU.

Professor Ward earned her Ph.D. and M.A. from Stanford and her B.A. from Claremont McKenna College, where she was valedictorian (highest four-year GPA) for the class of 1996. For more information on Dr. Ward, including research and contact information, visit marshall.usc.edu/faculty/directory/amyward.

Fang Tian

“I am interested in supply-chain coordination and game theory. The Marshall Ph.D. program is excellent in these areas, and Marshall was the only school I applied to. The screening test and seminar paper at the end of the first year really push us to start our research as early as possible. Faculty meet students frequently to talk about our ideas and our research progress. Marshall has been wonderful.”
What Is Statistics Research in Business?
Statistics research in business examines uses of statistics and information technology to provide better customer service, improve quality, and increase the productivity and flexibility of business processes.

Areas of Research Contribution
- High-dimensional regression analysis
- High-dimensional covariance
- Functional data analysis
- Non-linear regression
- Applications of statistics in marketing and finance

Individualized Attention
- Marshall has more statistics faculty than Ph.D. students, allowing students to work closely with several advisers
- Students are active participants in brown-bag symposia and research workshops

Active and Energetic Research Environment
Our Statistics faculty have published extensively in leading journals such as:
- *Journal of the American Statistical Association*
- *Journal of the Royal Statistical Society*
- *Annals of Statistics*
- *Biometrika*
- *Annals of Applied Statistics*
- *Statistica Sinica*
- *Journal of Computational and Graphical Statistics*
- *Journal of Multivariate Analysis*
- *Statistical Analysis and Data Mining*
- *Scandinavian Journal of Statistics*

Our Statistics faculty have served as editors of premier journals in the field, including:
- *Journal of the American Statistical Association*
- *Statistica Sinica*

Faculty Honors and Awards
- Elected Fellow of the American Statistical Association
- National Science Foundation (NSF) CAREER Award
- Laha Award, Institute of Mathematical Statistics

Interdisciplinary Approach
- Students develop expertise and conduct research applying statistical insights to a secondary business discipline (e.g., marketing, operations, finance)
- Researchers delve into interdisciplinary topics, including web-based advertising, finance, supermarket bar code readers, and micro-arrays in genetics

Faculty publish collaborative papers in journals such as:
- *Marketing Science*
- *Biometrics*
- *Journal of Financial Econometrics*
- *Journal of Econometrics*
- *Bioinformatics*
- *MIS Quarterly*
- *Statistics in Medicine*
- *Biometrical Journal*
- *American Journal of Epidemiology*

For further details about the Marshall Statistics Ph.D. program, including curriculum, visit [marshall.usc.edu/phd/fields/statistics](http://marshall.usc.edu/phd/fields/statistics).
Gareth James

“Our Ph.D. program has some significant advantages over a traditional statistics department program. We admit many fewer students, which allows us to select only the most highly qualified candidates and to maintain a high faculty-to-student ratio. Marshall only requires students to act as TAs for one semester, and we get the students involved in research projects from their first semester. In addition, students receive a personal budget each year that they can use for any research-related expenses such as traveling to conferences. Our graduates can expect to finish the program with a strong research record, including several publications, making them very competitive on the job market.”

Gareth James is an expert in statistical methodology with particular application to marketing problems such as prediction of technology evolution. He has published numerous articles in leading journals such as the Journal of the American Statistical Association, for which he has served as an associate editor since 2008. He has been associate editor of Statistica Sinica for the past four years and has served as a reviewer for many of the field’s top journals.

Professor James has received two National Science Foundation Grants, one for “Generalized Variable Selection with Applications to Functional Data Analysis and Other Problems” (2007-2010) and the other for “Regularization Methods in High Dimensions with Applications to Functional Data Analysis, Mixed Effects Models and Classification” (2009-2012). A recognized thought leader, he has been invited to talk about his research extensively at conferences and universities around the globe.

Professor James was recently elected a Fellow of the American Statistical Association, the nation’s preeminent professional statistical society, in recognition of his outstanding professional contributions to and leadership in the field of statistical science. He has also earned numerous accolades from USC Marshall, including the Evan C. Thompson Faculty Teaching and Learning Innovation Award, and he is a two-time winner of both the Dean’s Award for Research Excellence and the Golden Apple Award for teaching excellence in his MBA courses.

Professor James holds a Ph.D. from Stanford University and a Bachelor of Science and Bachelor of Commerce from the University of Auckland. For more information on Dr. James, including research and contact information, visit marshall.usc.edu/faculty/directory/gareth.

Yingying Fan

“The small class sizes and the very close working relationships of our students with faculty are what distinguishes our program. The group has recently recruited a number of strong faculty, which has reinvigorated the statistics environment at USC. As a result, every student gets individualized attention from faculty members with cutting-edge research interests in statistics ranging from applications to theory. Being part of a business school, our program provides a unique experience for students who are interested in interdisciplinary research in statistics and business applications.”

Yingying Fan’s research interests include high dimensional statistical inference, classification and variable selection, nonparametric statistics, and financial econometrics. Her papers have been published in the Annals of Statistics, Journal of the American Statistical Association, Journal of Econometrics and Journal of Financial Econometrics. She recently became associate editor of The Econometrics Journal, a publication of the Royal Economic Society, and serves as a reviewer for several journals in the field.

Professor Fan’s research excellence has been recognized with a number of prestigious awards. In 2012, she received a National Science Foundation CAREER Award, with an accompanying five-year grant to further her research and integrate it into education, for her proposal on “High-Dimensional Variable Selection in Nonlinear Models and Classification with Correlated Data.” This award for exemplary teacher-scholars is the highest honor a junior faculty member can receive from the NSF.

Professor Fan is also the recipient of a National Science Foundation Grant (2009-2012), as well as the 2010 Zumberge Individual Award from USC's James H. Zumberge Faculty Research and Innovation Fund and the 2010 Dean's Award for Research Excellence (Marshall School of Business). A noted expert in her field, Professor Fan has given numerous invited talks throughout the United States, as well as in China and South Korea. She has also served on the membership committee of the International Chinese Statistical Association since 2009.

Professor Fan earned her Ph.D. and M.S. from Princeton University and her B.S. from the University of Science and Technology of China. Prior to joining USC, she spent a year as a lecturer in the Department of Statistics at Harvard University. For more information on Dr. Fan, including research and contact information, visit marshall.usc.edu/faculty/directory/fanyingy.

Courtney Paulson

“Every student in the Marshall Statistics program receives one-on-one attention. In addition to receiving top-notch, personalized course instruction, students immediately begin meeting with Marshall faculty both inside and outside the Statistics group; you can start exploring research avenues all over Marshall right from day one. Professors are always willing to answer questions on any topic from statistics concepts to the job market, and not having to compete for faculty attention means students don’t hesitate to help one another however they can.”

The Statistics program started in August 2010, and the first student is expected to graduate in May 2016.
Marshall is located at the heart of Los Angeles and Southern California, giving students access to the people and places that make the region a global force. As one of the world's most dynamic, diverse and successful business centers, L.A. is equal parts international trendsetter and cultural crossroads. Students at Marshall are immersed in a vibrant international city that is a major player in emerging economies across the Pacific Rim.

The University of Southern California, one of the world’s leading private research universities, offers a global outlook as well as close ties with the local community, providing opportunities to gain real-world experience while making a lasting impact. Students also benefit from an array of experiences beyond the campus.

Within a few miles of campus are:

- Downtown Los Angeles’ world-renowned museums, concert halls and theaters
- LA Live! premier entertainment center with sports and music venues, night clubs, restaurants, a bowling alley, a museum and movie theaters
- Storied night clubs featuring everything from jazz to hip-hop to salsa
- Small theaters, trendy shops and restaurants serving food from around the world

Sports fans enjoy the proximity of:

- Los Angeles Memorial Coliseum (home of USC football, past Olympics)
- Staples Center (Los Angeles Lakers, Clippers and Kings)
- Dodger Stadium (Los Angeles Dodgers)

World-famous attractions within driving distance include:

- The Getty Center
- Universal Studios Hollywood
- Disneyland
- The Norton Simon Museum of Art

Of course, adventure seekers and fans of the outdoors will find no shortage of beaches, national parks and, yes, snow within driving distance.

Los Angeles truly has it all — and Marshall stands at its center.