

WELCOME. Our Strategy doctoral program places particular emphasis on training students to conduct inter-disciplinary research. Through coursework and collaboration with faculty, students learn how to draw from theoretical traditions in sociology, psychology, economics, and related fields to develop original theoretical perspectives on strategic phenomena and conduct rigorous empirical studies to test their ideas. The interdisciplinary emphasis of our program reflects the unique assets of the Ross School of Business and the University of Michigan. Generally recognized as a top 10 business school (ranked 5th in the most recent Business Week poll), the Ross School is also well known for its commitment to academic research. This is reflected in the school's espoused goal of "generating intellectual capital with impact." In addition, Ross is particularly well known internationally for its excellence in Management research and the University is renowned as the world leader in inter-disciplinary research on organizations. Doctoral students are incorporated into this unique intellectual community through attendance and participation in various speaker series in the Strategy group and Management and Organization group, as well as in "ICOS" (the Interdisciplinary Committee on Organizational Studies), a unique colloquium that brings together organizational scholars from departments throughout the University. The University's strength in interdisciplinary research derives from outstanding faculty in the social sciences (in *U.S. News and World Report*, Michigan was ranked 3rd in Sociology, 2nd in Psychology, including Social Psychology, and 3rd in Political Science), combined with a culture that brings these scholars from these various disciplines together to exchange ideas. Faculty from these social science departments also regularly serve on the dissertation committees of our doctoral students. Although PhD Programs are not commonly ranked, our Strategy MBA program was recently recognized as the best in the world by the Financial Time.

In addition to an emphasis on interdisciplinary research, our program is differentiated from many other programs at comparable schools by its emphasis on research collaboration with faculty. Students are encouraged to jointly conceive and implement research projects with faculty early in the program, with the aim of learning research by doing and getting an early start on developing a research stream that will lead to success in the field. Co-authorship with faculty involves extensive mentoring, not only about conceiving and executing research, but also about getting research published. The comprehensive exam leading to candidacy reflects the program's emphasis on training and mentoring in research. Rather than a "sit-down" exam that primarily tests content knowledge, it is a take-home exam that tests students' ability not only to critique theory, but also to develop original and testable research ideas and conceive appropriate empirical designs to test them.

The Program admits relatively few students per year (typically 2-3), so that faculty can devote adequate time and attention to the development of each student. Given that the Strategy Group has a large group of research-active faculty, and many faculty members in the Management and Organizations Group and other departments such as Sociology also conduct strategy-related research, students have abundant opportunities to become involved as collaborators in publishable research projects.

Graduates of the program are also expected to exhibit the skills needed to teach strategy courses at both the graduate and undergraduate levels. Our students are normally expected to teach one section of an undergraduate-level strategy course during their tenure in the doctoral program. This provides an excellent first-time teaching experience, as the Ross School offers outstanding teacher training and Michigan's undergraduate business students are among the best and brightest in the world. By limiting their involvement in teaching to one semester, students begin to develop their teaching skills without taking undue time away from research.

In short, through extensive research collaboration with faculty and other close mentoring by faculty, and leveraging Michigan's leading inter-disciplinary research environment, our program is carefully designed to prepare students to succeed in an academic position at a top business school, while also furnishing an intellectually exciting and enjoyable doctoral experience.

James Westphal
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