Columbia Business School
Marketing Division

Marketing PhD Student Handbook: Requirements & Milestones

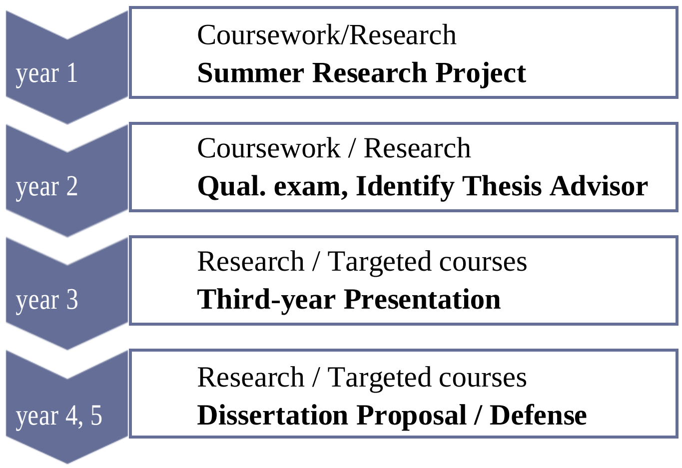
August 2024

This document describes the requirements and major milestones for the PhD program in Marketing. In addition, it lays out the expectations for year-by-year progress, providing transparency regarding the division's expectations for students to remain in good standing in the program.

Contents

1. Milestones at First Glance

The following diagram provides a high-level progress map of the PhD program. Students take classes and begin research upon joining the program take their qualifying exams in June of their second year. Subsequently, students start focusing more on research, while taking elective courses.



Note that this document will outline a typical path for a student planning to graduate in 5 years. However, students can (and some do) graduate in 4 years. *Students are expected to take classes in the summer of their first and second years and should make travel plans only for August.*

2. Doctoral Program Requirements and Annual Feedback

2.1. Coursework

- Students are required to take 60 credits (approximately 20 graduate-level courses). Students with a master's degree may be able to obtain credit for some earlier graduate-level courses. Students can take up to four independent studies supervised by a faculty member (3 credits each) to complete the requirements. The following Business School courses are required for all PhD students in marketing:

    1. Economic Analysis 1& 2 (two half courses offered in the Fall semester; behavioral students take for a pass/fail grade and quant students take for credit in year 1)
    2. Applied Multivariate Statistics
    3. Consumer Behavior 1
    4. Consumer Behavior 2
    5. Empirical Models in Marketing
    6. Marketing, Decisions, and Methods
    7. Analytical Models in Marketing (half course) or Mathematical Models in Marketing

- Tentative Schedule of Marketing PhD Courses (Note: This list refers to courses offered by the Marketing Division. Other courses, including required courses, are not listed here.)

Academic Year Starting in the Fall	Fall	Spring	Summer
2021-2022	Research Methods 1 and 2 (Johar, Cowgill) Multivariate Statistics (Jedidi) Experimental Design (Pham)	Consumer Behavior II (Johnson) Empirical Models (Netzer) Bridging Behavioral and Quant (Kivetz) Mathematical Models (Kohli)	Marketing, Decisions & Methods (Lehmann) Bayesian Models (Ansari)
2022-2023	Research Methods 1 and 2 (Johar, Cowgill) Multivariate Statistics (Jedidi) Consumer Behavior I (Schmitt, Pham)	Empirical Models (Ansari) Analytical Models (.5) (Jerath)	Brown Bag (Lehmann)
2023-2024	Research Methods 1 and 2 (Johar, Cowgill) Multivariate Statistics (Jedidi) Consumer Behavior II (Johnson)	Experimental Design (Pham) Empirical Models I (Netzer) Bridging Behavioral and Quant (Kivetz) Mathematical Models (Kohli) Bayesian Models (Ansari)	Marketing, Decisions & Methods (Bruck, Friedman)
2024-2025	Research Methods 1 and 2 (Johar, Cowgill) Applied Multivariate Statistics (Jedidi) Consumer Behavior II (Schmitt, Pham)	Experimental Design (Pham) Empirical Models I (Netzer) Bridging Behavioral and Quant (Kivetz) Analytical Models (Jerath)	

- PhD students can specialize in a quantitative or behavioral track in marketing. The following courses are required for each track.

    - **Quantitative track**

        1. Econometrics 1 (Univ. Econ Department)
        2. Econometrics 2 (Univ. Econ Department)
        3. Mathematical Models in Marketing
        4. Analytical Models in Marketing (half course)
        5. Economic analysis 3&4 (two half-courses; offered in the Business School in the Spring semester)
        6. Empirical IO
        7. Strongly recommended: Graphical Modeling, Econometrics

    - **Behavioral track**

        1. Experimental Design and Analysis
        2. Research Methods (offered in the Fall semester of year 1)
        3. Statistical Modeling and Decision Making (offered in August of year 1; taken for non-credit)
        4. Strongly recommended: courses offered by Tory Higgins (Psychology) and Don Greene (Political Science)

- **Elective Courses**

    - The following elective courses are offered by the Marketing Division once every two years.

        1. Bayesian Modeling & Computation
        2. Bridging Behavioral Decision Making and Marketing Science

    - Additionally, an R (and sometimes Python) bootcamp is offered in August; entering students should plan on taking them if they need these skills.

    - The divisional PhD committee chair as well as your faculty mentors can help with course selection for courses outside the Marketing division, based on your research interests.

- Students can take some courses at Barnard, Teachers College, NYU Stern, or at the NYU Psychology Department. Please speak with the PhD committee chair about these options.

- Possible electives for the quantitative track

  - Game Theory (e.g., Econ 3/4), Industrial Organization 1 and/or 2, Market Design (Econ); Bayesian Statistics (Stats); Foundations of Graphical Models. Probabilistic Models of Discrete Data, Truth In Data, Causal Inference for Data Science (CS); Bayesian Nonparametric; Artificial Intelligence, Machine Learning, Statistical Machine Learning, Algorithms (CS); Stochastic Modeling I (IEOR), Foundations of Stochastic Modeling (DRO); Revenue Management, Foundations of Optimization (DRO), Optimization I/Linear Programming, Optimization II/Network Flows, Integer Programming; Combinatorial Optimization, Convex Optimization, Dynamic Programming, Graph Theory, Random Graph Theory (IEOR); Social Networks (Soc) or Intro to Social Networks (CS).

  - Additionally, students are encouraged to attend a three-day quantitative marketing and structural econometrics workshop, which is organized every two years: https://www.chicagobooth.edu/research/kilts/events/qme-conference/annual-conference

- Possible electives for the behavioral track

  - Theories of Social and Personality Psychology, Research Seminar in Cognition, Research Seminar in Social Psychology, Behavioral Neuroscience, Choice and Decision Making (TC), Behavioral Economics, Cognitive Mechanisms and Economic Behavior, Computational Models of Perception and Choice, Intro to Econometrics and Statistical Inference (Business School), Causal Inference for Data Science (CS); Social Network Analysis (Psych) or Social Networks (Soc).

- **Sample Schedule of Classes for the First Two Years**

  - **Quantitative track**

Year 1 - Fall	**Year 1 - Spring**
(Math Camp and) Econometrics 1*	Econometrics 2
Economic Analysis 1 & 2	Empirical Models in Marketing
Applied Multivariate Statistics	Economic analysis 3&4
Analytical Models in Marketing or	Elective Course

Mathematical Models in Marketing**	
Consumer Behavior 1 or 2***	Elective Course

Year 1 or Year 2 - Summer
Marketing, Decisions, and Methods or Brown Bag Seminar**

Year 2 - Fall	**Year 2 - Spring**
Analytical Models in Marketing or Mathematical Models in Marketing**	Elective Course
Consumer Behavior 1 or 2***	Elective Course
Elective Course	Elective Course
Elective Course	Elective Course

- **Behavioral track**
- (Year 1 August block: Statistical Modeling and Decision Making)

Year 1 - Fall	**Year 1 - Spring**
Statistical Modeling and Decision Making	Empirical Models in Marketing
Consumer Behavior 1 or 2***	Experimental Design and Analysis**** or Elective Course
Applied Multivariate Statistics	Elective Course
Economic Analysis 1 & 2	Elective Course
Research Methods	

Year 1 or Year 2 - Summer
Marketing, Decisions, and Methods or Brown Bag Seminar**

Year 2 - Fall	**Year 2 - Spring**
Consumer Behavior 1 or 2***	Experimental Design and Analysis**** or Elective Course
Applied Multivariate Statistics or Elective Course	Elective Course
Analytical Models in Marketing or Mathematical Models in Marketing**	Elective Course
Elective Course	Elective Course

* Students must pass the Math Camp to qualify for Econometrics in the Econ department; otherwise, take Econometrics in the Business School.

** Analytical Models in Marketing and Mathematical Models in Marketing are offered in alternate years; Marketing, Decision, and Methods and Brown Bag Seminar are offered in alternate years.

*** Consumer Behavior 1 and 2 are offered in alternate years. Students should take both courses before the qualifying exam.

**** Experimental Design and Analysis is offered every other year.

3. Note that electives include two offered in the Marketing Division: Bayesian Modeling & Computation and Bridging Behavioral Decision Making and Marketing Science.

2.2. First-year Summer Project

- Students are required to do a research project under the supervision of a faculty advisor over the summer of the first year of the program. The expectation is not that this project will necessarily lead to a publishable paper, but rather that the student gets actively engaged in research.

- The faculty advisor for the summer project need not end up being the dissertation advisor of the student.

- Students are required to present the first-year paper to all faculty and PhD students in a seminar generally scheduled in the Fall semester of their second year.

2.3. Quals (PhD Field Exam) in Marketing

- The Marketing qualifying exam is generally held in early June of the second year. A reading list is provided to students in the Fall (in September) preceding the qualifying exam.

- Day 1 is common to all PhD students in marketing, covering the basics of quantitative, behavioral, and managerial research in the field. For Day 2, a student can elect to answer questions restricted to quantitative or behavioral marketing research. Day 3 is based on a 2-3-page (double spaced) proposal submitted to the PhD coordinator by November 15 of the preceding Fall semester.

    - The proposal for Day 3 should outline a particular sub-area of marketing research in which the student has research interest. Students typically consult a faculty member with expertise in the proposed sub-area before submitting the proposal. The marketing PhD committee will review the proposal and may ask you to revise it one or more times if it appears to be too broad, too narrow, or unfocused.

- Students who fail some or all the exams may be given a second chance to retake part of the exam, or the entire exam, by the end of their second year in the program.

- Students who fail for a second time will be "counseled out" of the PhD program. The PhD office will provide funding for any such student through the Fall semester of their third year of study. Depending on the progress of their course work students may be able to get awarded an MS degree in Business Research.

2.4. Third-year Presentation

- Students are required to present a 25–45-minute summary of their research project to faculty and PhD students in a seminar generally scheduled in the Spring semester of their third year. This is often the initial part of the dissertation project.

- The third-year presentation is a great opportunity for students to improve their presentation skills and to solicit feedback on their project from various faculty members.

- Use all available resources to prepare for the presentation. Have your advisor go over your slides, practice your presentation with your classmates, and consider working with the PhD Presentation skills workshop coach before your seminar.

2.5. Dissertation

- The formal dissertation process takes place in two phases. In the first phase, the student prepares a proposal indicating the nature of their planned dissertation research and its intended contributions. In the second phase, after the proposal has been approved, the dissertation research unfolds under the careful guidance of the student's dissertation advisor and culminates in the final defense.

- Thesis Proposal

    - According to the PhD office, students are required to defend their thesis proposal no later than December in a student's 4th year if they wish to be considered for the 6th year Fellowship. The PhD office requires that the proposal committee be comprised of three members. One of these three members may be outside the Marketing division, but within the University. You should consult with your advisor regarding the committee members.

    - Students can use the following benchmarks to prepare for the proposal defense. (Note: Students should discuss with their primary research advisor the precise format.)

        - Schedule a 2-3-hour slot. Make sure to plan this as it can be difficult to coordinate the schedules of many faculty.

- There is no requirement for a written document for the proposal, but you should co-ordinate with your committee and may be required to send the committee a document summarizing your thesis proposal at least 1-2 weeks before the proposal.

- The day of the proposal, you will present your research achievements to date and plans going forward for roughly one hour. The presentation will be followed by questions and feedback.

- Final Defense

  - According to the PhD office, the final defense committee should comprise of at least three faculty from the Business School and at most two outside examiners (outside the Business School could be GSAS, TC or another school, or industry person with a doctorate degree.) You should consult with your advisor regarding the committee members.

  - You should send the committee your thesis document at least 1-2 weeks before the defense.

- Refer to the GSAS guide for more information: https://gsas.columbia.edu/student-guide/dissertation/distribution-defense-and-deposit-dissertation Also refer to the Appendix E for detailed requirements for the dissertation process.

2.6. Other Academic Requirements

- Research Mentorships

  - Every year, students will be assigned to one or two faculty members based on student preferences. This assignment is viewed as a mentorship relationship and is part of the Division's academic requirements. It is not paid.

  - Research mentorships are meant to help students to get to know different faculty, their research, and research styles. Students are assigned to different faculty each year. In the past, faculty have set up regular meetings with the students to discuss research ideas and provide guidance on courses and other aspects of the PhD experience. Students are encouraged to set up bi-weekly meetings with the faculty members and discuss research ideas, papers, courses etc.

- Marketing Seminars

  - Marketing seminars are a great opportunity for you to learn about work that is going on in the broader research community and to get to know members of the marketing academic community.

  - Students are expected to read all Marketing seminar papers, participate in a pre-seminar discussion led by a faculty member (if scheduled), attend the Marketing seminars, and try to join the speaker for lunch.

2.7. Annual Student Feedback

- Every year in September, students respond to a survey about their coursework, research, and research assignment preferences for the next year.

- This information, along with faculty evaluations, is used to provide written feedback to every student in the Fall. The PhD committee carefully reviews the courses taken, grades, research in progress, and overall membership in the divisional community (e.g., service to the division and school) to write this feedback. The feedback is constructive and points out strengths and areas for improvement.

- Members of the PhD committee meet with each student and share the feedback and answer any questions students may have. The feedback is meant to help students to correct their courses as needed, so that they maximize the opportunities to learn and grow in the PhD program. The PhD committee also uses this opportunity to learn about students' research interests so that they can point students to relevant courses as well as faculty members at the division, school and university doing related research.

3. Resources for Students

3.1. Research Funds

- Annual Funding: To receive funds from the either of the following, the marketing PhD committee must certify that you are in good academic standing, and have shown visible progress in coursework and/or research:

  PhD program: the Grant Amount for student is $2,500 per year (not to be rolled over from one year to another). This amount should be satisfactory to attend one/two conferences per year, workshops, and direct research-related expenses (e.g., human subjects and purchase of datasets). This will not cover books, computer accessories or research assistantship payments. All expenses should follow the financial planning guidelines.

Annual PhD Conference Funding- Effective 7.1.2024:

Year 1: $1,500
Year 2: $2,500
Year 3: $2,500
Year 4: $3,000
Year 5: $3,000
Year 6: $2,500 (conditional)

- You should pay for conference travel on your own (hotels, meals while traveling, and flights/trains to conferences) and get reimbursed after the trip by submitting all receipts. Always check with the divisional coordinator first about the funds because there might be some arcane rules (e.g., there are specific budget limits per meal). Please also check with the divisional coordinator on what you should do to get speedy reimbursements.

- Alcohol and anything computer/phone related is not reimbursable.

- A word about receipts: Save all receipts in as much detail as possible, e.g., for a meal, save the entire itemized receipt.

3.2. Teaching Assistantship

- The CBS TA Team sends updated information out each semester with up-to-date TA pay rates. The following are the pay rates effective June 1, 2023 (these change periodically, so please review):

Course Type:	Compensation:	Student Enrollment Criteria:
Full Term Core	$3,360.00	No enrollment criteria
Half Term Core	$1,680.00	No enrollment criteria
Full Term Electives	$2,625.00	No enrollment criteria
Full Term Electives	$4,200.00	Enrollment: 75-120+
Block Week Electives	$2,100.00	No enrollment criteria
Half Block Week Electives	$1,575.00	No enrollment criteria
Half Term Electives	$1,575.00	No enrollment criteria
Half Term Electives	$3,150.00	Enrollment 75-120+

- You should talk to your faculty mentor regarding your interest in being a TA and what courses you are interested in TAing. Note that you should sit in on the course which you are TAing at least once. If you end up TAing the same course multiple times, you can speak to the faculty teaching the course to determine if your attendance is still useful in subsequent rounds.

- The Assistant Director (Clayre Reyes) can also help provide a list of upcoming courses and faculty that you can consult to seek TAships.

- There is a limit on the maximum number of TA credits allowed each year (see Appendix E). In general, the coursework in the first year can be quite intensive and we strongly discourage students from performing TA duties in their first year, especially during the first semester. First year students should consult with the PhD committee chair before accepting TAships.

- You should feel comfortable turning down requests from faculty to TA courses. See Appendix E for upper limits on TAships per the school guidelines. Please speak with the PhD committee chair if you have questions about the policy.

3.3. Divisional Resources

- Office supplies: Check with the Marketing division staff if you need office supplies. The division has many supplies in stock but can also order specific items if there is anything else you need.

Copy machine: We have a color badger printer and another black & white printer on every floor. For booklets and large printing jobs, please send a request to Operations.

3.4. Other Resources

- There may be outside funding opportunities (see Appendix D). Check in periodically with the PhD program office for additional resources that are offered. This includes a writing workshop, a communications workshop, funds for 1-on-1 coaching on presentation skills, ad-hoc funds for data or other research needs; funds for software (if not available on the grid), etc. The PhD office can also share official policies regarding issues such as parental leave, childcare etc.

4. Major Professional Associations in Marketing

Here are some of the major professional associations in Marketing:

4.1. American Marketing Association (AMA): https://www.ama.org/

4.2. Association for Consumer Research (ACR): https://www.acrwebsite.org/

4.3. Society for Consumer Psychology (SCP): https://www.myscp.org/

4.4.INFORMS: https://www.informs.org/

5. Major Conferences in Marketing (2024-2025; some are online)

5.1. ACR Conference 2024: https://www.acrwebsite.org/web/acr-conference/welcome
https://acrwebsite.org/events/acr24/

5.2. Summer Institute in Competitive Strategy: http://sics.haas.berkeley.edu/

5.3. Quantitative Marketing and Economics Conference 2024:
https://www.chicagobooth.edu/research/kilts/events/qme-conference/annual-conference

5.4. ISMS Marketing Science Conference 2024,2025:
https://www.informs.org/Meetings-Conferences/INFORMS-Conference-Calendar/(cc_report)/1
https://connect.informs.org/isms/home#_gl=1*1mgnvjh*_gcl_au*MTA2NzI5Nzc2MC4xNjg5MTgyOTE3

5.5. SCP Conference 2025: https://myscp.org/events/annual25/

Students should consider attending the major conference in their field (Marketing Science for quantitatively oriented students, ACR for behaviorally oriented students) in their first and second years, even if they are not presenting a paper at the conference. Students should ideally submit papers/session proposals to conferences starting in their third year and should plan to attend the conference regardless of whether their submission is accepted. Expenses can be charged to your divisional research funds as well as the school's PhD funds (see details in Section 3.1.).

Appendix A. Checklist

In what follows, we include a checklist. This document is a highlight of the major milestones you will have to complete during your PhD. However, as you will see, it is not comprehensive of all requirements outlined in this handbook. This checklist is intended to be a worksheet for you to maintain so that you can keep track of your own progress. Note that if you need 60 credits (because you do not have a master's degree), you can take up to 4 independent studies, working with a supervising faculty member.

Student Name ______________________________

Entry Term ______________________________

Faculty Advisor(s) ______________________________

1. Coursework - 20 courses required.

(a) Required courses.

- For the quantitative track:

Course name	Semester/Year Taken	Grade
Applied Multivariate Statistics		
Econometrics 1		
Econometrics 2		
Economic Analysis 1 & 2		
Empirical Models in Marketing		
Mathematical Models in Marketing		
Analytical Models in Marketing		
Marketing, Decisions and Methods		
Consumer Behavior 1		
Consumer Behavior 2		

Options	Approved/taken
Prior coursework	
Exemption Exam	

- For the behavioral track:

Course name	Semester/Year Taken	Grade
Applied Multivariate Statistics		
Economic Analysis 1 & 2		
Empirical Models in Marketing		
Mathematical Models in Marketing or Analytical Models in Marketing		
Marketing, Decisions and Methods		
Experimental Design and Analysis		
Consumer Behavior 1		
Consumer Behavior 2		
Research Methods		

Options	Approved/taken
Prior coursework	
Exemption Exam	

(b) Electives (including exemptions, at least 10 for the quantitative track and at least 11 for the behavioral track):

Course name	Semester/Year Taken	Grade

2. Qualifying Exams:

Exam	Exam Date	Result
Day 1		
Day 2		
Day 3		

3. Summer Research:

Semester/Year	Supervising Faculty	Date of Presentation
1st summer		
2nd summer		

Appendix B. Tips on Picking Advisor and Research Topic

- A few thoughts to consider as you find an advisor and select which research topics to focus on for your thesis:

    - Finding an advisor is a mutual selection process. It’s important to find someone whose style meshes with yours and whose research excites you. At the same time, faculty will want to work with someone who shows a similar passion and drive.

    - The division covers significant intellectual landscape, so take the time to explore and learn more. Fellowship support gives the ability to pick an adviser freely, and to work with more than one individual.

    - Students are encouraged to work with faculty members other than their main advisor.

    - While it is both possible and common for students to work with two advisers during their studies, it is important to focus on depth and not spread oneself too thin.

    - Talk to (more senior) students and professors, look at their recent work, etc.

Appendix C. Preparing for Academic Job Market

- This section provides some rough guidelines and advice for students planning on going on the academic job market. Your advisor should serve as the main source of information.

- **Application Materials:** Most applications for academic jobs will comprise of the following:

  1. **Job Market Paper** As part of your application, you will submit a paper as your job market paper. This is typically also the topic of your job talk. This work should be polished, but it does not necessarily have to be published. This should be work that you can fully own, understanding the nuances in the paper and how it fits into the broader literature. The job market paper is usually dissertation research but in some circumstances it is not.

  2. **Letters of Reference** Typically 3 (or more) letters of reference are required. It is best if these letters are from faculty who have worked directly with you, as they will be in the best position to comment on your research abilities and future potential.

  3. **Research Statement** This is your opportunity to explain who you are as a researcher. You want to clearly convey a coherent research agenda. Think about how the work you have done fits together, as well as how to position it within the broader literature.

  4. **Teaching Statement** The importance of the teaching statement will vary from school to school. That said, no one will want to hire an ineffective teacher. One way you can get some experience with teaching is as a TA. You can lean on these experiences in your teaching statement.

- **Conference Presentations**

  - In the year you are on the job market, the academic conferences (Marketing Science or the ACR) will serve as a pre-interview. Prepare your talk as if all members of the audience are deciding whether to invite you for an interview.

- **AMA (American Marketing Association) Interviews**

  - Most Marketing Departments conduct one-on-one job interviews at the AMA Marketing Educator's Conference (generally held in August each year) to screen applicants for tenure-track positions in marketing. These interviews are typically about 45-50 minutes. You will be expected to make a short (25-30 minute) presentation of your dissertation. We recommend that you do several "mock" interviews with faculty at CBS to prepare for AMA.

- The school interviewing you would want to learn about **the range and depth of your expertise, your research potential, and your teaching ability**. Think about addressing the following questions:

    - How does the work fit into the broader literature?
    - Why is the research novel innovative and interesting? What is the contribution?
    - Is the candidate capable of building upon this work and/or exploring new interesting research questions?
    - Can the candidate communicate and interpret complex concepts?
    - Does the candidate have good interpersonal skills? Is s/he positive, friendly, constructive, collaborative, ...?

- **Job Talks**

    - After the AMA interviews, you will likely be invited for a job talk and have one-on-one interviews with some faculty. You may also have meals with multiple faculty (and possibly students). The job talk is probably the most important part and can make or break your interview. Keep in mind that some faculty will not have a chance to speak with you and hence base their decision on the talk and your CV.

    - Be prepared to answer questions during your job talk. If you aren't clear on what the question is, ask for clarification. Take time to answer. Think of questions as part of a dialogue, not as criticism you must deflect. Often, questions reflect the audience's interest in your work.

    - Attending the job talks of other candidates being interviewed by Marketing and other related divisions would help you prepare for your own job talk. Also, give one or more practice talks in front of the Marketing faculty and PhD students to get feedback.

Appendix D. Other Funding Opportunities

- Funding opportunities from CBS
    - Paul and Sandra Montrone Doctoral Fellowship (one-time fellowship stipend of $15,000 for doctoral students who are married and/or have children)
    - The Luxury Foundation Award
    - The Chazen Institute Research Grant
    - The Deming Center Doctoral Fellowship
    - Annual research grant (see attached; policy reviewed and renewed annually).
    - School Sixth-year Fellowship (see attached policy as released in Spring 2022). **Selection criteria:** Grades, research progress from the CV, research quality based on input from faculty working with the student, defending the dissertation proposal by the deadline, and advisor's recommendation. The PhD committee makes recommendations to the Division Chair based on these criteria. The Division Chair and the PhD Committee Chair make final recommendations to the Vice Dean for Research and the PhD Office.
    - Marketing Division Supplement to school-wide Sixth-year Fellowship based on the same criteria as the school-wide 6th year fellowship (up to $7,800 in 2022; to be reviewed and renewed annually).
- Funding opportunities from outside agencies
    - AMA Valuing Diversity PhD Scholarships for African American, Latinx and Native American students pursuing doctorate degrees in marketing: https://www.ama.org/AboutAMA/Pages/valuing-diversity-phd-scholarships.aspx
    - NSF Graduate Research Fellowship Program: http://www.nsfgrfp.org/
    - Russel Sage Small Grants in Behavioral Economics: https://www.russellsage.org/how-to-apply/small-grants-behavioral-economics

- Marketing Science Institute research support: https://www.msi.org/research/

- American Association of University Women: http://www.aauw.org/what-we-do/educational-funding-and-awards/

- The National GEM Consortium for underrepresented groups (African, Americans, America Indians, and Hispanic Americans): http://www.gemfellowship.org/students/gem-fellowship-program/

- Dissertation awards & competitions

  - ACR/Sheth Foundation Dissertation Grants: https://www.shethfoundation.org/grants/sheth-foundation-dissertation-award/

  - Marketing Science Institute (MSI) Alden G. Clayton Dissertation Proposal Competition: https://phdstudents.smeal.psu.edu/scholarship-fellowship-opportunities/external-awards/msi.html

  - ISMS Doctoral Dissertation Proposal Competition https://www.informs.org/Recognizing-Excellence/Community-Prizes/Marketing-Science-Society/ISMS-Doctoral-Dissertation-Proposal-Competition

  - Society for Consumer Psychology Annual Dissertation Proposal Competition: https://myscp.org/2024-dissertation-proposal-competition/

  - Academy of Marketing Science Mary Kay Dissertation Proposal Award: http://www.ams-web.org/?page=MKDissertAward

  - Business Marketing Doctoral Support Award Competition: https://isbm.org/doctoral-support-award-competition/

Appendix E. Business School Milestones

In what follows, we include the official milestones set forth by the Columbia Business School PhD office. Note that some of the milestones and requirements may differ slightly from what is outlined in this document. This document applies to the Marketing PhD program, while the following pages apply more broadly to all CBS divisions.

PhD Program Milestones

Course program per semester:

- Discussed and approved with a signature from the divisional PhD program coordinator, or the student's adviser once this relation has been established.
- The staff at the PhD Office (Liz and Dan) will not be able to register PhD students for courses without the signed form from the faculty.

"Qualifying" or "Field" exams:

- Divisions have flexibility on whether to offer their field exams in the first or second year of the program. Current practices vary, and in many cases for good reasons.
- Students should take the field exams, however, no later than June of their 2nd year of study, i.e., after completing the Spring semester of their second year.
- The division should correct its field exam and communicate the results no later than three weeks after the students complete the exam.
- Students that fail part or all the exam, may be given a second chance to pass the respective part of the exam that they did not pass no later than Aug of the second year of their program, i.e., before the beginning of their third year in the program. Specifically, if the exam consists of multiple parts that a student may pass or fail separately (e.g., an exam on tools and an exam on domain knowledge), then it is possible that the student retakes only the portion(s) that he/she failed.

- Students that fail for a second time cannot continue in the PhD program. The PhD office will provide funding for any such student through the Fall semester of their third year of study, during which they need to register for at least 6 credits. Depending on progress on their course work students may be able to get awarded an MS degree.

First year summer project:

- Students should be required to do a research project under the supervision of a faculty adviser over the summer of the first year of the program.
- Such a project could be a literature survey; the beginning of a research paper; a computational study; etc.
- The expectation is not that this project will necessarily lead to a publishable paper, but rather that it will get the student engaged in a research activity.
- The faculty adviser for that summer project need not end up being the dissertation adviser of the student.
- In the month of September starting the second year of study, students should a) submit a report on their research project, and b) present a 20 min or so summary of their project in a seminar that is open to faculty and students.

TA’ships:

- Exposure to TA’ing assignments is important for broadening the students’ exposure to MBA courses and teaching, and it also helps complement their funding. However, excessive TA’ing can delay progress for modest monetary benefit (e.g., a student working 10----20hrs/wk. for Fall/Spring and Summer(up to 35hrs/wk), is an inefficient way of blowing through a significant fraction of a student’s time). Moreover, TA’ships may be counterproductive in the earlier stages of the program.

- Guideline (upper bounds per year):
  - 1st year students: 2 TA credits
  - 2nd year students: 3 TA credits
  - 3rd and up- year students: 4 TA credits
  - 1 TA credit = 1 section of a full semester course = 2 sections of a 6-week course

- Safeguard: student will not be able to get paid even if s/he engages in additional TA appointments in an academic year. The Dean’s office/HR/PhD office will be able to grant exceptions based on the written council of the respective divisions (divisional chair and divisional PhD coordinator /adviser if latter exists). Exceptions should be conditional on above average performance of the respective students in their PhD studies and progress.

Internships / Taking the Summer Off:

- For the summer semester, students will receive a base payment in May that equals 40% of their regular stipend for one semester, followed by a supplementary research stipend in July that is equal to the remaining 60% of their nominal per----semester stipend provided the student is in residence and actively engaged in his studies full time over the summer semester. A supporting letter from the student's adviser or from his division’s PhD program coordinator must be received by the doctoral office by June 15 for him to receive the supplementary payment. The letter must confirm the student’s goals for the summer in question and certify that he is in residence full time. This means that students engaged in a full-time paid summer internship for which they are receiving a completive salary will not receive the summer supplementary stipend. Summer research stipend requests must be approved by the PhD Program Faculty Director.

- Internships, paid or otherwise, must be approved by the PhD office based on a supporting letter from the student’s thesis adviser or the corresponding divisional PhD program coordinator if the student does not yet have a doctoral adviser. This supporting letter should justify the value and relevance of the internship to the student’s doctoral program and research.

- Engaging in a paid internship disqualifies a student from receiving the July stipend payment that is equal to 60% of their nominal per----semester stipend, as noted earlier. If a student is engaged in an unpaid internship, which is deemed necessary to the completion of the student’s thesis research program (as certified by his advisor or divisional doctoral representative as per above), the60% July supplement may be paid. This exception will be entertained only via a written letter of request from the student’s advisor describing the need. An example of a possible exception would be an unpaid summer internship, which constituted work on a project significantly under the direction of the student’s advisor and deemed directly beneficial to the completion of his thesis. A summer project that could lead to the acquisition of a unique data set would constitute another valid exception in the eyes of the Program. The Program anticipates that such exceptions will be infrequent.

- The Program also recognizes the need for students to take vacations. Vacations taken during breaks in the school's academic calendar are not considered excessive, and there is an understanding that students may take up to 4 weeks of vacation per year.

- Additionally, students cannot "take the summer off" while they continue to get paid. An unpaid leave over the summer semester could be approved following a petition by the student to be reviewed by the division and the PhD office.

Dissertation proposal:

- Background:
    - The dissertation proposal should nominally be done at some point in the early stages of the dissertation research, but once this has "settled" on a topic. The goal is for students to propose what they plan to do, as opposed to present what they have done. The expectations are a developing understanding of an area, its literature, and a set of possible questions with some preliminary work. It also implies that the student has an adviser by that time. Its goal is for the student to describe research.
      plan, on which faculty can provide some guidance and direction. The proposal is not meant to be an implicit contract that "leads to a PhD degree after some additional work is done."
    - According to GSAS the proposal should be completed by the end of their 8th semester of study. This is the spring semester of the 4th year if the student was not in residence during the summer semesters, or as early as Spring of their 3rd year if in residence over the summers.
    - At the Business School the above model may work for some but all the divisions. The proposal below adds the necessary flexibility.

- Milestone requirement for dissertation proposal:

A. The dissertation proposal should be completed by the end of the Spring semester of the 4th year of study, but could be done earlier, starting in the 3rd year of study, according to progress and in agreement of the student, adviser(s) and proposal committee members. (Note this must be done in the Fall of the fourth year if you wish to apply for the sixth-year fellowship award).
B. In the Spring semester of their 3rd year (by May 31), each student jointly with his/her adviser should provide a 1–2-page document describing his/her research work and its direction.
    a. This document should provide sufficient detail on work status and upcoming plans, as well as an assessment of how likely the accomplishments thus far will lead towards a dissertation.
    b. The document should primarily be written by the student but should reflect the views of the adviser or divisional coordinator.
    c. The documents should be submitted to the divisional PhD program coordinator, with a copy to the PhD office.

- Exceptions to proposal requirement:
    - ✓ Exceptions in the proposal timeline should be based on pedagogical reasons or in some cases personal circumstances, but not create an option to allow for "non satisfactory progress."
    - ✓ Exceptions will be based on supporting letter(s) from the student and the division (adviser or divisional PhD program coordinator). The approval will be made by the division and PhD office.

- ✓ Internships and TA opportunities should not be allowed when a student has fallen behind in terms of their proposal or their progress as reflected in the annual progress documents.
- ✓ If an exception is granted, then the student/adviser should provide an updated 1-2page document updating on status and expectations of the dissertation research by May 31 of the 4th year.

Oversight / Tracking

- The PhD office will play a role in appropriately communicating the requirements to students and divisional coordinators, e.g., alerting the appropriate people about the proposals at the beginning of the third year (i.e., 12 months in advance). The goal is that the PhD office could help the divisions with the housekeeping to the largest extent possible.

- The PhD Office and ITG will create a dashboard application where the divisional PhD program coordinators will be able to login and review status of their division's students in terms of courses, grades, and other requirements.

    - the milestones status for each student (completed/upcoming/late)
    - Qual status (with a comment section)
    - remaining course requirements (the latter would be customizable by division)
    - internships
    - info updated by PhD office quarterly.

Extracts from Sixth-Year Fellowships: A Proposal
Final Draft | Ratification Date: March 19, 2022

What will award recipients receive?
- Doctoral students currently receive stipend support for 14 terms (through the spring of their 5th year). Recipients of this fellowship will receive half a stipend for a total of three additional terms (i.e., funding in the summer after their 5th year, and in the fall and spring of their 6th year).
- The stipends in 2022-23 were $14.8K each term. Recipients of the fellowship will receive approximately $7.4K per term or a total of $22.2K. This amount will increase at the same rate as the stipend (3% annually).
- Students will not receive money in the summer of their 6th year as the expectation is that they will be graduating and starting a job.
- The school already covers registration, fees and healthcare costs for students who stay beyond year 5 and will continue to do so for divisions that are at or below their Y1-Y5 cap.

How and when do students apply for the fellowship?
- To be considered for a 6th Year Fellowship, students must apply, and divisions should build their award decision into the thesis proposal process (see Appendix). The deadline for proposing a thesis should be no later than December in a student's 4th year.
- Students can apply to the fellowship by submitting this form. The Director of the PhD program will send the link to 3rd year students in March and cc the PhD Faculty Coordinators. Any student can apply for the fellowship, and they should submit the application when they submit their thesis proposal. This will be as early as the Spring of Y3 for students in some divisions and as late as the Fall of Y4 for students in others.

What criteria will we use to determine which students get the award?

- Divisions must use a consistent set of criteria to make award decisions, document the rationale for their award decisions, and communicate award decisions to applicants in a timely manner. (**See Marketing Division criteria outlined in the Handbook)**
- We leave it to divisions to decide how to make award decisions, but these fellowships should be reserved for students who are deemed strong candidates for an academic job.
- Divisions might consider using the following criteria to make the award decision:
  - The student's thesis
    - Demonstrates a deep understanding of an area and its literature.
    - Poses a set of questions that contribute to that literature.
    - Seems tractable; the student has or can develop the skills to tackle the questions.
    - Entails sensible research plan
  - Application materials show the student has potential for a career in academia.
    - Research statement
    - Curriculum Vitae
    - Published and working papers.
- The thesis proposal committee might offer a recommendation to the Division Chair who then solicits input from the entire division on the fellowship award; however, we leave it to divisions to determine these details. The important thing is for there to be a consistent and clear process that gets documented.

When will award decisions be made and students notified?

- The Division's Faculty PhD Coordinator should notify students of award decisions no later than April 30th of their fourth year. They should explain to students who are denied a fellowship the reasons for the decision.
- The Division's Faculty PhD Coordinator should also relay award decisions to the Director of the MS/PhD Program who will update her records of the division's outstanding financial commitments.

Appendix

A. Thesis Proposal

Plan on about a 1-hour timeslot and please make sure to speak to your advisor. The goal is for students to propose what they plan to do, as opposed to present what they have done. The expectations are a developing understanding of an area, its literature, and a set of possible questions with some preliminary work. It also implies that the student has an adviser by that time. Its goal is for the student to describe a research plan, on which faculty can provide some guidance and direction.

The proposal should include an introduction, literature review and theory-development section(s), description of your research phenomenon, research design and data, data analysis methods, and a timeline for completion.

- Project title
- Name of student
- Name of faculty supervisor

Body of the proposal

- Motivation for the work
- Brief description of literature

- Description of proposed research
- Information/company access you will need or have already arranged
- Anticipated results and practical impact
- As an appendix, related working papers if any

B. Application Form

See here. Name; Uni; Division; CV; Statement of Research describing your interests/accomplishments/plan in 1000 words or less; Papers or Working Papers for consideration.