

HARVARD | BUSINESS | SCHOOL

# DOCTORAL PROGRAMS

O P P O

T U N

E S



# R

# I T

**“Think about the most pressing challenges—and interesting opportunities—facing the world today. These will not be met without business playing a significant role.”**

—NITIN NOHRIA

*Dean of the Faculty*



*Ask Questions.*

# SHAPE THE FUTURE.

Whether you're a recent graduate or have years of professional experience; whether you have a background in the humanities, social sciences, or mathematics; or whether your interests lie in regulation, healthcare, or innovation—you have the relentless curiosity and investigative mind required to ask big questions that will influence tomorrow's leaders.

A PhD from Harvard Business School is the first step in a lifelong journey of inquiry and investigation. Our students are passionate researchers who dive into diverse topics with real-world implications. Working alongside world-class faculty, this community produces bold, original research that creates an impact felt in countless disciplines.

With different areas of study and an abundance of resources, there's no limit to the extent of your discovery.





**“HBS sits at the  
intersection of academic  
management research  
and the business world.”**

—PATRICK FERGUSON

*PhD Candidate, Accounting and Management*



## FIRST-CLASS FACULTY

Harvard faculty work closely with PhD students to help them conduct and refine their research. Our professors are more than just teachers—they are colleagues and life-long mentors, accessible and eager to consult with students on their area of expertise.





*A Community Fueled by*

## **COLLABORATION**

All HBS doctoral students share office space in Wyss Hall during the first year of the program. In this communal, collaborative environment, ideas flow freely, and students gain insight into their own research through the eyes of their peers working in other disciplines.

This level of close engagement continues throughout the program, extending to include not only the entire HBS community of faculty, staff, and students, but also colleagues across Harvard University. HBS PhD students take coursework through the Graduate School of Arts and Sciences (GSAS) and other Harvard graduate schools, including the Harvard T.H. Chan School of Public Health, Harvard Kennedy School of Government, and Harvard Law School. Our location within Boston's thriving research landscape gives students access to an unparalleled array of resources and leading global corporations as research sites.



*Redefining*

## RESEARCH

HBS doctoral students benefit from a wide variety of resources to support them in the development of new knowledge. Harvard Business School's investments in research—more than \$160 million annually—are unmatched by any other institution. From world-class libraries and a network of global research centers to a vast array of data sources, HBS scholars always have access to the information they need—and the tools to make the most of it.



“‘No’ is simply not an answer here. If there is something you want to do—access a specific data set, work with a particular professor, pursue a line of research—faculty and staff will help you figure out how to make it happen.”

—XIMENA GARCIA-RADA

*Marketing*

#### **BAKER LIBRARY**

Baker Library, one of Harvard’s 70 libraries, is the preeminent business library, complete with outstanding collections and data, as well as a range of research support services. HBS PhD students can receive research consultations, assistance with data purchasing, and help navigating the library’s extensive archive and special collections.

#### **RESEARCH COMPUTING SERVICES (RCS)**

The Research Computing Services (RCS) team of research analysts, statisticians, and programmers assist with planning, data collection and analysis, and reporting and visualization of outcomes. RCS also offers training workshops on research tools and practices, and provides access to sophisticated computing tools.

#### **COMPUTER LAB FOR EXPERIMENTAL RESEARCH (CLER)**

Attracting participants from across the area, the Computer Lab for Experimental Research enables PhD students to study human behavior and decision-making in a laboratory setting.

#### **CENTER FOR WRITING AND COMMUNICATION (CWC)**

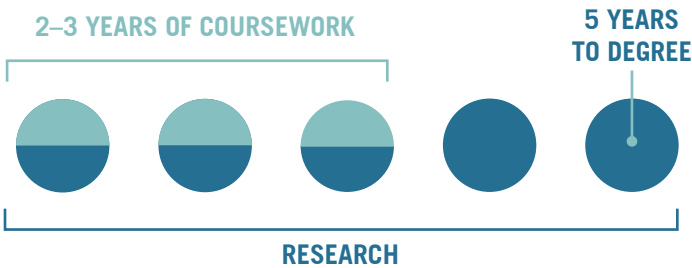
The Center for Writing and Communication provides students with the means to enhance the clarity and depth of their communication.

#### **ACADEMIC RESOURCE CENTER**

The Academic Resource Center supports students in developing reading strategies, time management skills, and metacognitive approaches to learning by offering workshops, coaching, and tutoring

# *Our* **PROGRAMS**

Harvard Business School's PhD programs are characterized by a rigorous and collaborative approach to learning, a commitment to impactful research, and exceptional resources to support scholars. Our eight doctoral programs prepare the next generation of thought leaders for teaching and research positions at the world's top business schools and universities.



## *Areas of Study*

---

### **Business Administration**

ACCOUNTING AND MANAGEMENT

MANAGEMENT

MARKETING

STRATEGY

TECHNOLOGY AND OPERATIONS MANAGEMENT

---

### **Business Economics**

---

### **Health Policy (Management)**

---

### **Organizational Behavior**

---

---

# PHD IN BUSINESS ADMINISTRATION

The PhD in Business Administration grounds students in the disciplinary theories and research methods that form the foundation of an academic career.

Jointly administered by HBS and GSAS, the program has five areas of study: Accounting and Management, Management, Marketing, Strategy, and Technology and Operations Management. All areas of study involve roughly two years of coursework culminating in a field exam. The remaining years of the program are spent conducting independent research, working on co-authored publications, and writing the dissertation.

---





## Ximena Garcia-Rada

*Marketing*

**BBA, Universidad de Lima, Peru**

**MBA, INCAE Business School, Costa Rica**

Ximena Garcia-Rada has always been passionate about applied research. The HBS Marketing program has proven to be an ideal choice for her, first and foremost because of the collaborative partnership that she has built with her advisor, Professor Michael I. Norton. "Finding an advisor who you really click with and who is willing to support your research interests is absolutely key," she explains. Ximena's research focuses primarily on consumer behavior in the context of close, personal relationships, and the ways those relationships are affected by shared experiences.

**“The people who work alongside you in a doctoral program really shape your experience. My professors are incredibly generous with their time, and the other members of my cohort are consistently engaged and curious.”**

**—KALA VISWANATHAN**

*Technology and Operations Management*

## ACCOUNTING AND MANAGEMENT

Accounting scholars study how information affects resource allocation with and across firms, the behavior of shareholders, regulators, customers, and suppliers, and the process by which information is disclosed. Accounting research uses statistical and econometric methods and theoretical economic modeling, and often draws from frameworks developed in information and financial economics.

## MANAGEMENT

Management scholars study the practices related to incentives, team performance, and structures that allow organizational hierarchies to function effectively. Students typically select one discipline in which to anchor their research—usually economics, psychology, or sociology—and develop expertise in at least two substantive domains.

## MARKETING

Marketing scholars explore the societal and managerial processes by which goods, services, and information are exchanged. Research provides insights into how companies serve customers and approaches for measuring the impact of marketing efforts. Experimental work in consumer behavior aims to understand the psychological and social motivations behind individuals' responses to various stimuli. Theoretical modeling within quantitative marketing borrows from microeconomics and game theory to offer guidelines for a firm's marketing strategies.

## STRATEGY

Researchers in strategy seek to understand the mechanisms through which firms create value and sustain performance over time. Strategy scholars develop a foundation in microeconomics and econometrics, and may supplement their understanding with additional economics topics—such as industrial organization, contract theory, or development economics—or extend to another discipline such as sociology.

## TECHNOLOGY AND OPERATIONS MANAGEMENT

Technology and Operations Management scholars examine how and why firms create innovative products and services, how they translate goals into action, and how the spread of technology generates growth and transforms society. Theoretical modeling uses mathematical programming and computer science techniques to examine and improve firm performance. Innovation research draws on economics, strategy, and entrepreneurship and employs a range of quantitative and qualitative methods.

---

# PHD IN BUSINESS ECONOMICS

The doctoral program in Business Economics, which includes Finance and Applied Economics tracks, provides scholars with rigorous training in economic theory and a particular focus on economic analysis as it applies to the business world.

Students in the Business Economics program are both Economics and Business School students, receiving the benefits of a PhD from Harvard's world-class Economics Department along with specialized access to Harvard Business School faculty and resources. Throughout the program, coursework includes exploration of microeconomic theory, macroeconomic theory, probability and statistics, and econometrics.

---





## Ran Zhuo

*Business Economics*

**BA, Economics; Mathematics, Dartmouth College**

When Ran Zhuo graduated from Dartmouth College in 2017, she was enthusiastic about pursuing a PhD. “I’m stunned that no economics professor recommended the Business Economics PhD program at Harvard to me,” she says. “The program is unique in that it offers the rigorous curriculum of the Harvard Economics PhD with additional access to faculty and resources at HBS.” Business Economics turned out to be a perfect fit for Ran, as her goal was to conduct research that would have welfare, policy, and business applications—and could guide real world decision-making. She has spent the early stages of the program serving as a research assistant to several HBS professors and working closely with Economics professors in her foundational coursework. “Having the opportunity to explore broad research interests with the help of faculty and resources from both the Harvard Economics Department and HBS is exactly what I love about Business Economics,” she explains. Ran is currently working on an investigation into the use of open source vs. proprietary software, and the broader economic implications of open source software in terms of GDP.

---

# PHD IN HEALTH POLICY (MANAGEMENT)

Health care is one of the most complex and fiercely debated industries, and the ramifications of policy decisions reverberate through every sector of life.

The PhD program in Health Policy (Management) prepares students to effect powerful change rooted in data-driven research on the managerial, operational, and strategic issues facing a wide range of organizations.

Coursework includes the study of microeconomic theory, management, research methods, and statistics. As they develop and refine their research focus, students can access resources from both Harvard Business School and the Graduate School of Arts and Sciences, as well as Harvard Medical School, the Harvard T.H. Chan School of Public Health, and many of the world-renowned medical research facilities throughout the Boston area.

---



## A Jay Holmgren

*Health Policy (Management)*

**BA, History, University of Michigan**  
**Master of Health Informatics, University of Michigan**

Following a personal experience with the complex and often maddening U.S. healthcare system, A Jay Holmgren wanted to understand how medicine was so far behind other industries in information technology. “Why can I use any ATM in the world, but my doctor can’t get my medical records from the hospital down the street?” he asked. This question led him first to a Master of Health Informatics degree from the University of Michigan, and then to HBS to pursue a PhD in Health Policy (Management). He’s glad to be able to gain exposure to the broader world of management while deepening his understanding of issues specific to health care. “When it comes to an industry as complex as health care, the management and implementation of technology is just as important as the system itself,” he explains. A Jay has appreciated the opportunity to pursue interdisciplinary research in collaboration with Harvard’s faculty at Harvard Medical School and the Harvard T.H. Chan School of Public Health.

---

# PHD IN ORGANIZATIONAL BEHAVIOR

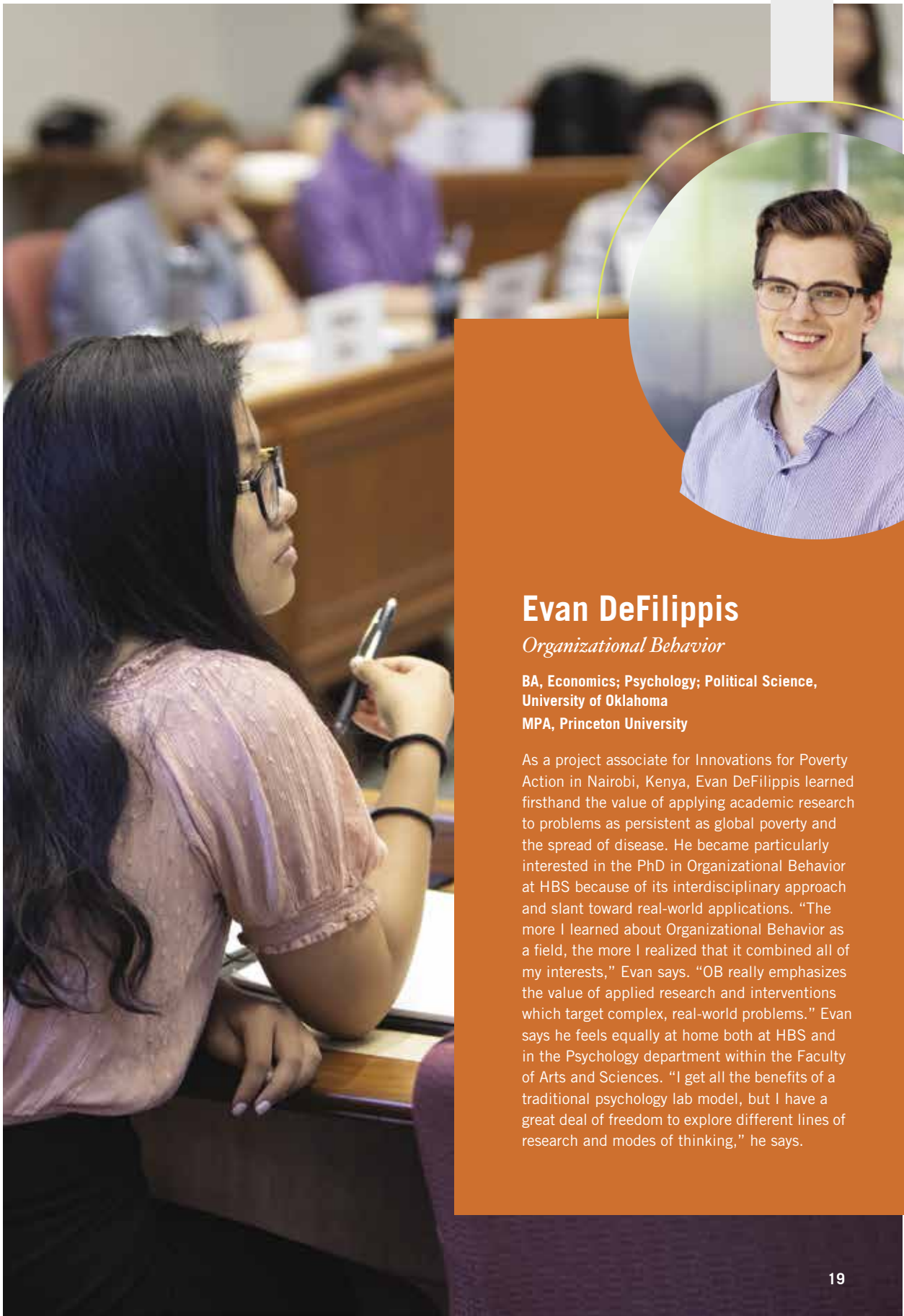
Scholars in the PhD program in Organizational Behavior draw on methods from psychology and sociology to examine organizations and how people behave within them.

The program offers two tracks: either a micro or macro approach. In the micro track, students focus on the study of interpersonal relationships within organizations and the effects that groups have on individuals. Students in the macro track use sociological methods to examine organizations, groups, and markets as a whole, including topics such as the influence of individuals on organizational change, or the relationship between social missions and financial objectives.

Jointly administered by HBS and GSAS, the program includes core disciplinary training in sociology or psychology, as well as additional coursework in organizational behavior and two MBA courses at HBS.

---





## Evan DeFilippis

*Organizational Behavior*

**BA, Economics; Psychology; Political Science,  
University of Oklahoma**

**MPA, Princeton University**

As a project associate for Innovations for Poverty Action in Nairobi, Kenya, Evan DeFilippis learned firsthand the value of applying academic research to problems as persistent as global poverty and the spread of disease. He became particularly interested in the PhD in Organizational Behavior at HBS because of its interdisciplinary approach and slant toward real-world applications. “The more I learned about Organizational Behavior as a field, the more I realized that it combined all of my interests,” Evan says. “OB really emphasizes the value of applied research and interventions which target complex, real-world problems.” Evan says he feels equally at home both at HBS and in the Psychology department within the Faculty of Arts and Sciences. “I get all the benefits of a traditional psychology lab model, but I have a great deal of freedom to explore different lines of research and modes of thinking,” he says.

*Many Paths.*

# ONE HBS.

Our PhD students draw on diverse personal and professional backgrounds to pursue an ever-expanding range of research topics.



## **Kala Viswanathan**

*Technology and Operations Management*

**BS, Civil and Environmental Engineering, Duke University**

**MS, Civil and Environmental Engineering, Stanford University**

Kala Viswanathan has always had an interest in using policy to help create a more sustainable world. During her work post-graduation as an advocate for clean energy policy at the National Resources Defense Council, Kala came to appreciate the ways that businesses can act as change agents to help advance sustainability. She has found that her background in engineering serves her well in the Technology and Operations Management program at HBS. “Engineering requires a problem-solving mindset,” she says. “Many of those same skills I developed in my bachelor’s and master’s programs are also applicable to doctoral-level research.”



## Sagar Saxena

*Business Economics*

**AB, Mathematics and Mathematical Economics, Colgate University**

Because he hadn't completed graduate-level work in mathematics or economics, Sagar Saxena was hesitant about whether he had the right background to pursue a PhD in Business Economics at HBS. But he was pleased to find that his liberal arts education had prepared him well for doctoral research. "At Colgate, I learned to embrace unconventional thinking," he says. "As a doctoral student at HBS, I've found that some of the best research comes from unexpected places and personal experiences."



## Ahmmad Brown

*Organizational Behavior*

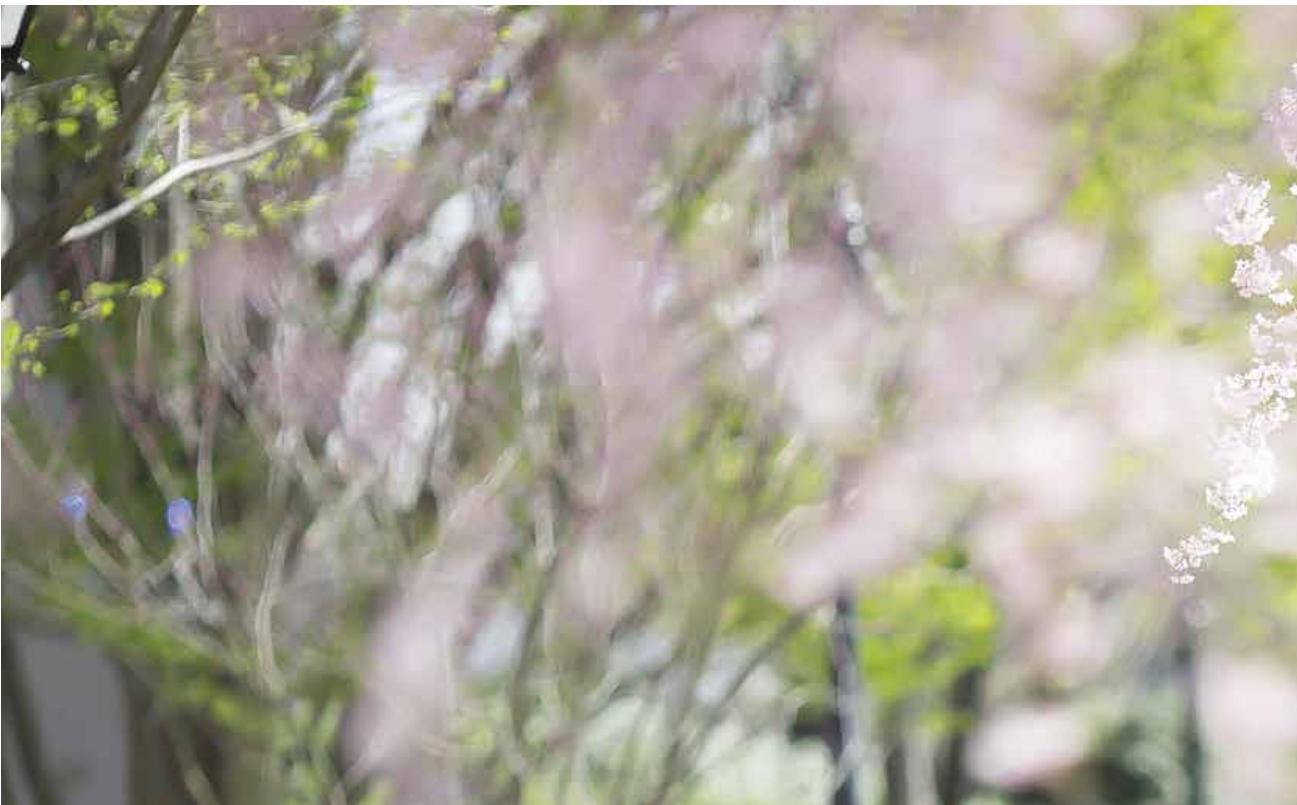
**BA, Sociology and Anthropology; Japanese, Swarthmore College**

**MA, Education, Stanford School of Education**

**MBA, Stanford Graduate School of Business**

Six years after receiving his bachelor's degree, Ahmmad Brown chose to pursue an MBA and MA in Education from Stanford University. He credits his MBA program with helping him develop a clear and concise style of communication, which enables him to quickly get to the heart of an issue and has been an asset in his PhD program. "We get excellent theoretical training in the Sociology Department, and we're encouraged to consider both the theoretical and practical implications of our research at HBS. Engaging with both sides of the program has been invaluable for my development."





# ONWARD

A career in academia gives creative, curious, self-motivated individuals a forum for a lifetime of inquiry into the most crucial questions in business.

With a PhD from Harvard University, students are prepared to become the leading researchers in their fields. Our graduates are distinguished by their rich theoretical and practical understanding and a commitment to creating and disseminating knowledge that will shape both theory and practice. They go on to research and teaching positions at the world's leading business schools and universities, while advising top corporations, non-profits, and policy organizations.





## OUR PLACEMENTS

HBS is proud of our graduates' placement record. Full information about academic placements is available on our website. Recent placements include Chicago Booth, HBS, INSEAD, LSE, NYU Stern, Northwestern Kellogg, UCLA Anderson, Toronto Rotman, and UPenn Wharton.

YOU

J

UNE



R  
O U R  
Y

## Your Journey Starts Now

If you're ready to start examining some of the thorniest questions facing the world today, then we want to hear from you. Visit [hbs.edu/doctoral](https://hbs.edu/doctoral) to learn more and start your application.

**Join a community of scholars**

**shaping the future of business.**



**Harvard Business School**

Doctoral Programs

Wyss House

Boston, Massachusetts 02163

[doctoralprograms@hbs.edu](mailto:doctoralprograms@hbs.edu)

[www.hbs.edu/doctoral](http://www.hbs.edu/doctoral)