

# PhD in Business

Advance knowledge at Asia's leading business and management university



SMU

SINGAPORE MANAGEMENT UNIVERSITY

RESEARCH DEGREES



LEE KONG CHIAN  
SCHOOL OF BUSINESS





# Message from PhD Programme Director

Welcome to the PhD in Business programme at the Lee Kong Chian School of Business (LKCSB), Singapore Management University (SMU)!

The PhD in Business programme aims to train the next generation of business academics and leaders. Our faculty are renowned scholars, whose expertise spans a broad range of research topics within five areas of specialisations: Finance, Marketing, Operations Management, Organisational Behaviour & Human Resources, and Strategic Management & Organisation.

LKCSB is a leading business school, ranked among the top in Asia and globally. Our faculty, research staff, and students are advancing the frontiers in knowledge creation in their fields of study through research. Located in downtown Singapore—with multinational companies, startups, small-and-medium enterprises, non-profit organisations—we have unparalleled access to industry leaders, corporate data, and collaboration opportunities with myriad companies. Our proximity to industry practitioners and close collaboration with academic discipline outside of LKCSB in SMU—accounting, computer science and information systems, economics, law, social sciences, and more—contribute to a unique environment conducive for producing original and impactful research.

Pursuing a PhD in Business is an intellectually invigorating phase of students' development as research scholars. During the PhD journey, students master their chosen fields of study and contribute to the creation of new knowledge. We are proud to support our outstanding, diverse, and talented group of students as they embark on their academic pursuit to be the next generation of thought leaders in business. We look for students who are intellectually curious and passionate about solving challenges faced by firms, consumers, and policymakers in the fast-changing global market. As scholars-in-training, students work closely with faculty to hone their research skillsets for conducting original research. The rigorous curriculum—with coursework in the first two years and dissertation research in the subsequent years—provides students with a solid foundation to be independent thinkers and researchers. Outside of core coursework and dissertation thesis, students are surrounded by a host of innovative academic opportunities to cultivate their research and teaching expertise. Admitted students receive generous funding for their full-time study at LKCSB, including full tuition support and stipends during the programme as well as conference and research funding. Additional fellowship, grant, research, and teaching opportunities are also available to admitted students during the programme.

The overall programme is rigorous and carefully designed to prepare our students to move on to careers—in academia and industry—that help shape business thinking and practice.

To cater to the career goals and provide the maximum support to our students, our programme is highly selective. Over the years, graduates of our PhD Programmes have placed in top universities, research centres, and companies in Singapore, in the region, and around the world.

I welcome you to learn more about our programme on our website and to attend our online webinars. Thank you for your interest in the PhD in Business programme at LKCSB, SMU. I hope you will join us in your academic pursuit and look forward to welcoming you.

## Dr. Hannah H. Chang

PhD Programme Director

Associate Professor of Marketing



### PhD Programme Coordinators

From Left to Right: Assoc Prof Devasheesh Bhawe, Assoc Prof Ernst Osinga, Assoc Prof Liang Hao, Asst Prof Fang Xin, Assoc Prof Geng Xuesong



### Assoc Prof Hannah Chang

PhD Programme Director



After running businesses for 10 years, I was keen to find an institution that bridges the divide between academia and practitioners. I chose the SMU PhD in Business programme because it is very holistic. On top of the high level of academic rigor, the research culture stood out. This is evident in the openness fostered among researchers. This facilitates knowledge sharing. Everyone, from faculty to peers, is warm and helpful. This camaraderie makes a big difference to the long PhD journey. The SMU experience allows PhD candidates to glean both intellectual and interpersonal skills. This adds value from both a professional and personal perspective.



**CHANG Xi Wen Jacqueline**  
Student of PhD in Business (Marketing)



I choose the PhD in Business (Strategic Management and Organisation) in SMU because it exposes me to rigorous academic training and navigates me to be an independent researcher in the future. SMU campus is located in the heart of the garden city, which allows us to have access to excellent networking opportunities and provides us with a diverse and inclusive environment to study and research. In SMU, our distinguished faculty members are committed to training the next generation of scholars, and they are delighted to interact and collaborate with our PhD students. In addition, the PhD programme equips me with teaching skills through systematic teaching training. We are encouraged to teach the class for undergraduate students, which enhances our competitiveness in the job market.



**ZHOU Bowen**  
Student of PhD in Business (Strategic Management and Organisation)



The PhD in Business (Finance) programme at SMU has provided me with great support in developing the ability to think critically and independently. I have had ample opportunities to learn from top researchers via courses, research seminars, and academic conferences. Also, the diverse and inclusive environment at SMU has helped me gain exposure to various disciplines and methodologies, which equips me with the skills to integrate ideas from other areas into my research. Apart from academic training, the postgraduate research office encourages PhD students across different programmes to network with each other by facilitating a wide range of activities. Overall, I am grateful for the vibrant environment at SMU.



**LO Yi-Hsin**  
Student of PhD in Business (Finance)





# Lee Kong Chian School of Business

## PhD IN BUSINESS (FINANCE)

This rigorous and intellectually stimulating programme emphasises advanced study in the areas of finance, economics, statistics and quantitative research methods. The programme is taught by a group of dynamic faculty who consistently publish in top finance journals.

At the end of the programme, graduates will have the skills needed to conduct in-depth research into a specific sub-field in finance such as asset pricing, corporate finance and market microstructure. Graduates will also have a broad appreciation of the key research issues that resonate with the field. Given the tremendous relevance of finance to the global economy, a graduate of this programme will be well prepared for diverse careers in academia, industry, international organisations and the public sector.

### Research Areas Include:

Asset Pricing, Corporate Finance and Governance, Institutional Investors, Market Microstructure, Hedge Funds, Private Equity, Financial Technology, Household Finance, Real Estate Finance, Sustainable Finance

For more details, please visit:

<https://smu.sg/phd-business-finance>

## PhD IN BUSINESS (MARKETING)

The PhD in Business (Marketing) programme trains students to conduct rigorous and relevant research focused on understanding and modelling the behaviour of consumers and managers and their interactions in the market. Students have the opportunity to decide which research-active faculty to work with, making this a flexible and nurturing programme. Our faculty and PhD students conduct top-level research and publish in prestigious journals such as the Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Marketing Science, and Management Science. This highly selective programme is geared towards helping students in their journey to becoming scholars and leading marketing faculty.

### Research Areas Include:

Digital & Mobile Marketing, Offline and Online Retailing, Financial Impact of Marketing Actions, Role of Feelings & Emotions on Consumer Decision Making

For more details, please visit:

<https://smu.sg/phd-business-marketing>







## PhD IN BUSINESS (ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCES)

This programme equips graduates with the knowledge, skills and abilities to conduct highly rigorous research in Organisational Behaviour and Human Resources (OBHR) in major research universities worldwide. The programme, taught by an international group of faculty members who consistently publish in the field's most respected journals, will provide hands-on training in research right from the onset as well as a stimulating curriculum emphasising psychological foundations of organisational behaviour and human resources, statistics and research methods. A nurturing approach will be adopted by faculty to help students succeed in the job market and in their careers.

### Research Areas Include:

Affect and Emotions, Creativity and Innovation, Culture and Cross-Cultural Management, Diversity, Ethics and Justice, Economic Cycles, Followership and Leadership, Groups and Teams, Job Attitudes and Job Performance, Judgement and Decision Making, Mindfulness, Negotiation, Organisation Climate, Personality, Psychology of Workplace Technology, Recruitment and Employer Branding, Social Hierarchies, Talent Acquisition and Talent Assessment, Trust, Well-being and Job Stress, Work Design and Work Motivation

For more details, please visit:

<https://smu.sg/phd-business-obhr>

## PhD IN BUSINESS (STRATEGIC MANAGEMENT AND ORGANISATION)

This programme is designed to equip students with the skills, knowledge and competencies to conduct high-quality research in the areas of strategic management and organisations. Students can choose their research topics from a variety of sub-areas within the domains of strategic management and organisation theory, including corporate and business strategy, innovation, technology management, entrepreneurship, and corporate governance.

The programme provides rigorous training by faculty members who regularly publish in top academic journals. This ensures that students will be well equipped to start their academic careers as competent and independent researchers.

### Research Areas Include:

Entrepreneurship, Innovation, International Business, Organisation Theory, Strategic Management, Digital Business, Corporate Social Responsibility, Sustainability

For more details, please visit:

<https://smu.sg/phd-business-smo>

## PhD IN BUSINESS (OPERATIONS MANAGEMENT)

The PhD in Business (Operations Management) is a highly competitive programme that admits only a very limited number of students every year. The programme emphasises theoretical research with practical relevance. Students are expected to complete rigorous coursework, collaborate closely with the Operations Management faculty members and attend regular research seminars. Students will also have opportunities to interact with renowned visiting scholars from different parts of the world. The programme aims to place its graduates to faculty positions in leading universities or managerial positions in industry, public sector and international organisations.

### Research Areas Include:

Business Analytics, E-Commerce & Marketplace Analytics, Healthcare Operations Management, Inventory, Logistics & Transportation Management, Operations Planning, Scheduling & Control, Operations Strategy, Product, Process and Service Design and Improvement, Project Management, Purchasing & Sourcing Management, Supply Chain Management, Sustainable Operations including Agri-business

For more details, please visit:

<https://smu.sg/phd-business-om>

SMU Lee Kong Chian School of Business is one of the youngest business schools in the world to achieve 'triple crown' accreditation by AACSB (the Association to Advance Collegiate Schools of Business), EQUIS by European Foundation for Management Development (EFMD), and by AMBA (the Association of MBAs) for MBA programmes.





# Programme Structure

A PhD student will typically focus on coursework in the first one to two years, followed by the dissertation research in subsequent years.

The PhD framework is as follows:

- 6 Foundation Courses (6 Course Units)
- 2 Electives (2 Course Units)
- 4 Advanced Research Topics (ART) Courses (4 Course Units)
- PhD Dissertation (28 Course Units)

The coursework is intended to lay the ground in preparation of the dissertation research. The student will have to sit for a PhD Qualifying Examination (QE). It will assess his or her mastery of the foundation required for the next stage of the PhD programme – the dissertation. This is the student's original work in his or her specialised area through independent research. On successful completion of the QE, the student will be ready to embark on the dissertation. If he or she feels comfortable with the PhD curriculum along the way, the dissertation research can commence even before the coursework is completed. The dissertation is marked by two major milestones, as follow.

## ORAL DEFENCE OF THE DISSERTATION PROPOSAL

This is an oral presentation of the proposed topic to a Dissertation Committee. A written dissertation proposal will have to be submitted before the presentation. A supervisor, with the expertise in the chosen topic, will be appointed. He or she guides and mentors the student throughout the dissertation work.

## ORAL DEFENCE AND COMPLETION OF THE PhD DISSERTATION

This is an oral presentation of the written dissertation report to the Committee. After possible revision(s) to the report and upon fulfilment of all necessary requirements, the Committee will recommend to the University to award the PhD degree.

# Admission and Application

## GENERAL ADMISSION REQUIREMENTS

**At least a good Bachelor's degree.**

**A Master's degree is useful but not required.**

**Good GRE or GMAT results.**

**Good TOEFL or IELTS scores.**

For applicants whose medium of instruction at the Bachelor's/Master's level was not English.

**Submission of the following documents:**

- Identity Card/Passport
- Cover Letter and Latest Curriculum Vitae with a recent photograph
- Degree Certificates and Transcripts
- Statement of Purpose  
(Please include your purpose for getting a PhD in our programme and also list faculty members you are most interested in working with.)
- Referee Reports\*
- Writing Samples^

\* All programmes require two referee reports with the exception of PhD in Business (OBHR) where three referee reports are required.

^ One to three writing samples (such as a published paper and/or undergraduate report) is/are required for applications to PhD in Business (OBHR) only.

## APPLICATION INFORMATION

All the PhD programmes are full-time. The University's application window is listed below.

Intake	Opening Date for Application	Closing Date for Application
August (All Programmes)	1 August (Of Prior Year)	31 January (Of Intake Year)

A successful candidate who applies early may be provided with an early offer.

Details of application procedure can be found in the respective programmes' website. Please check the websites for updates.





# Financial Assistance Schemes

SMU awards three types of scholarships and fellowships on a competitive basis. We assess applicants for different award schemes either at the time of admission based on qualification and suitability for these schemes or during their PhD journey based on their outstanding academic performance.

## SMU SCHOLARSHIP

The scholarship covers registration and subsidised tuition fees. This scheme also provides successful recipients with monthly living stipends.\* The scholarship is renewed yearly, conditioned on good academic performance, for a maximum duration of four years. Beyond the scholarship duration, students who have been on the scholarship may receive continued support through research and teaching assistantships or industry grants.

## SMU PRESIDENTIAL DOCTORAL FELLOWSHIP

The SMU Presidential Doctoral Fellowship\* is awarded to exceptionally qualified students who enrol into SMU's PhD programmes as well as to existing PhD students who have outstanding academic performance. The Fellowship is a one-year award that is renewed annually, for up to four years.

## SMU INTERDISCIPLINARY DOCTORAL FELLOWSHIP

The SMU Interdisciplinary Doctoral Fellowship\* is awarded to existing PhD students who have shown exemplary pursuit of research that crosses traditional disciplinary boundaries. This Fellowship is also a one-year award.

\* The stipend rates are published at <http://smu.sg/phd> and are subject to change.

# A Unique University in Vibrant Singapore



SMU has been designed to provide a different model of university education in Singapore.

## A STRONG AND INNOVATIVE RESEARCH CULTURE

Internationally recognised for its world-class research and distinguished teaching conducted by faculty members who joined us from top universities.

Faculty members collaborate on cross-disciplinary work to generate impactful and real-world relevant ideas, over and above research in their own disciplines.

Faculty members establish research centres and institutes to conduct problem-driven research and influence industry practice across a wide range of topics.

## A DIFFERENT LEARNING APPROACH

Faculty members encourage an interactive learning environment through inquiry, participation and teamwork.

Seminar-style teaching in small classes optimises student-instructor interaction.

## STATE-OF-THE-ART INFRASTRUCTURE

Research support includes proprietary and published databases.

SMU's library provides access to many scientific journals, electronic books and other necessary publications and materials.

Being in the heart of the city, students will have easy access to industry partners who provide research data and validation platforms.

Each School has dedicated personnel to take care of students' administrative needs. Furthermore, many SMU research centres and institutes provide post-doctoral fellowships and/or research assistantships that add value to students' research experience.



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<http://smu.sg/phdbusiness>



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