Wharton
UNIVERSITY of PENNSYLVANIA

MARKETING
DEPARTMENT

PHD STUDENT MANUAL

2014-2015

MARKETING DEPARTMENT

The purpose of this PhD Manual is to provide guidance to the department's PhD students and faculty regarding ***Marketing Department specific*** policies and procedures.

This manual is not intended to cover all the policies, procedures, and resources at the University and students should familiarize themselves with them by going directly to the documents and information posted by the University of Pennsylvania and the Wharton Doctoral Program Office on their websites. Since it can sometimes be a challenge to navigate to the appropriate website, we have included links to some of the more commonly used web pages, and to information that we feel is important for students. Since information posted by other university departments may be updated more frequently than this manual, the information on their websites may supersede what is contained here.

A copy of this manual is also posted on the Marketing Department website, so that you can conveniently reference it when needed. Please look for the link in the right hand panel under "For Current Students" on the PhD page of the department's website.

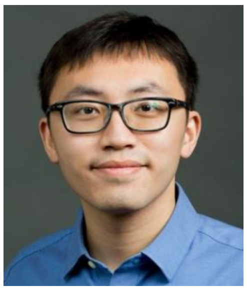
WHARTON
Marketing
Department
Doctoral Students

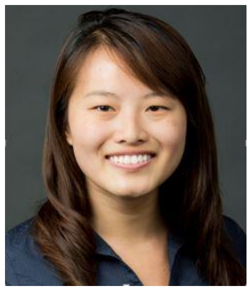
FIRST YEARS

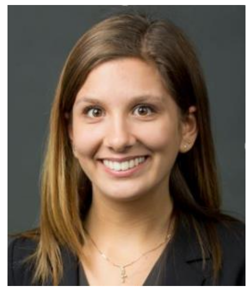

Jaclyn Silverman


Uri Barnea

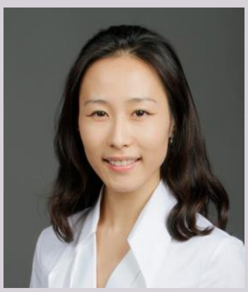
SECOND YEARS


Yupeng Chen


Tong Lu


Shalena Srna

THIRD YEARS


Janice Yeonjin Jung


Ludovic Stourm


Abhinav Uppal


Evan Weingarten

FOURTH YEARS


Alix Barasch


Kathy Li


Katie (Liangbin) Yang

FIFTH YEARS


Jeffrey Cexun Cai


Arun Gopalakrishnan


Valeria Stourm

Marketing Department PhD Student Manual

Table of Contents

University Websites and Resources

Wharton Doctoral Program Office

The Wharton Doctoral Program Office is located on the ground floor of Steinberg Dietrich Hall near the Reprographics department. The main telephone number is 215-898-4877 and their public website is: http://www.wharton.upenn.edu/doctoral/

They also maintain a website called "Doctoral inside" http://www.wharton.upenn.edu/doctoral-inside/ for all current Wharton PhD students that is filled with a wealth of information. Save this to your favorites and consult it often! Updates about information important to Wharton Doctoral Students are posted here regularly. The "Bookmarks Tab" on this site contains an alphabetized links that you will find particularly helpful.

Staff Contacts:

- Maggie (Marjorie) Saia
  msaia@wharton.upenn.edu 215-898-4878

Mailing Address:
Wharton Doctoral Programs Office
University of Pennsylvania
Steinberg Hall-Dietrich Hall, Suite 430
3620 Locust Walk
Philadelphia, PA 19104.6302

Wharton Behavioral Lab

The Wharton Behavioral Laboratory (WBL) provides a variety of services that support data collection for behavioral research on business-related topics. The primary goal is to enhance the research productivity of Wharton faculty by minimizing the operational costs, both time and money, of conducting research. The primary services provided are maintaining and updating facilities, participant pools, and staffing for a state-of-the-art experimental research laboratory that will be a shared asset for all faculty and students doing behavioral research. It should contribute to Wharton's reputation for excellence in academic research and enhance our ability to attract and retain the very best scholars.

Please visit the WBL's Website: https://bhlab.wharton.upenn.edu/ to set up an account, and login once you have an account. If you are a new user please contact the lab manager as soon as possible. Please ask to be included in the lab user email list (bhlab_list@wharton.upenn.edu) to receive updates of the lab.

PhD students need a faculty member's approval to run a study at the lab. This should be done by a direct email from the advisors to the lab manger.

All users must have Institutional Review Board approval to run studies at the Behavioral Lab. (IRB submissions page https://medley.isc-seo.upenn.edu/hsProtocol/jsp/fast.do)

Quick Links

Some commonly used websites:

Doctoral inside Bookmarks
http://www.wharton.upenn.edu/doctoral-inside/bookmarks-by-category.cfm

Penn in Touch
https://medley.isc-seo.upenn.edu/penn_portal/intouch/splash.html

Wharton Inside
http://inside.wharton.upenn.edu/

For links to various Wharton pages, tools, and directories use this page as a starting point. If you plan to teach a course while here, the Faculty Tools link will be very helpful.

Penn Portal
http://medley.isc-seo.upenn.edu/penn_portal/view.php
A university gateway site which you can customize
Provides links to many services available throughout the University

Campus Express
http://campusexpress.upenn.edu/

Wharton –Spike
http://spike.wharton.upenn.edu/

Department Information

Suite and Department Operation

Department Personnel

The department maintains a Department Directory that contains contact information for everyone associated with the department, as well as a floor plan of our suite in Huntsman Hall. This is usually printed out once a year and put in department mail boxes. (We don't post it on-line since it contains some home and cell phone numbers.) If you need a copy, please see the administrative assistant at the front desk. Also, all office contact information and e-mails are all posted on the department's website.

Faculty

A complete list of the Marketing faculty appointed for the current academic year (which runs from July 1 to June 30) is posted on the department's website: https://marketing.wharton.upenn.edu/faculty/faculty-list/. Please note that the list of former faculty listed on this page refers to former standing faculty, and doesn't include former adjuncts or lecturers.

Staff

A complete list of the Marketing department staff and research center staff is posted on the department's website: https://marketing.wharton.upenn.edu/contactus/staff/.

The staff positions that you will most likely interact with the most are the Business Manager (benefits, HR questions), the Fiscal Coordinator assigned to you (payroll, travel reimbursements), the PhD Coordinator (course registration, job market letters, program questions), the Administrative Coordinator who supports the colloquia series (appointments with speakers), and the administrative assistant (office maintenance issue, supplies, UPS).

Doctoral Students

Each student has their own webpage on the department's website, which allows students to post not only their contact information, but research interests, papers, publications and awards.
https://marketing.wharton.upenn.edu/programs/phd/students/.

Mail and UPS Shipping

Mail is dropped off at and picked up from the building's mailroom once or twice each day. Outside mail as well as internal correspondence is placed in the student's mail slots located in the reception area as you enter the suite.

Posted letters to be mailed can be left in the mail cart which is usually kept just outside JMHH 713 (the "copy room"). Please see the Department's Administrative Assistant at the front desk if you have any questions about the mail or to make special arrangements for packages. The department uses UPS Express Shipping.

Copy Machine and Supplies

There are several printers throughout the suite that your computer can be mapped to. The large color printer/photocopy/scanner machines are located in JMHH 713. Students will be given a copy code to use for printing from their computers, which is the same code that should be used when making copies in the copy room. Large printing jobs, such as papers for job market packets or class handouts if you are teaching a class, are best sent to Wharton Reprographics so as to not overtax the machines. General office supplies are also stored in the copy room in the metal cabinets.

Business Cards

Wharton doctoral students are permitted to purchase academic program business cards through Wharton Reprographics. They can be ordered online, directly through the Wharton Reprographics center. https://v2.printsys.net/Main.aspx

Technology and Computing

Acceptable Use Policy

It is the responsibility of Doctoral Students to make themselves aware of the University's Acceptable Use Policy regarding University owned hardware and software, which is located at the following link: http://www.upenn.edu/computing/policy/aup.html

Technical Support

Any requests for support from the Marketing Department IT staff needs to be submitted in an e-mail to: mktg-itstaff@wharton.upenn.edu. All requests are entered into a tracking system from this address. Individual e-mails to IT staff members are discouraged for this initial request, since it won't get in the tracking system, and may not be answered promptly if the staff member is out of the office or on vacation.

Office hours for the computing staff are generally the same as for the department at large, which are Monday Through Friday from 9:00am to 5:00 pm. Our goal is to provide time for support of larger teaching and research projects while maintaining a superior level of individual service to faculty and staff members. During office hours, staff will be available for any and all computing issues, but emergency service will receive top priority.

Other helpful computer support information can be found on the Computing tab of Spike: http://spike.wharton.upenn.edu/support/index.cfm.

PhD Student Home Pages

PhD students are provided with their own homepages on the department's website, which are similar in appearance to the faculty homepages. Links to individual student pages can be found on the PhD Student Page: https://marketing.wharton.upenn.edu/programs/phd/students/ Students can edit their own pages online by scrolling to the very bottom of their webpage and clicking the Login. (Use the Wharton ID and password that you would use to login to your computer or e-mail.) Once logged in, click on the small pencil icon shown in the section that you would like to edit. The PhD Administrative Coordinator will post a basic profile for new students as they arrive on campus and get added to the Wharton system. Students should review and revise this initial information, and should also should periodically update information or add publications and awards as needed. This is especially important for students who are on the job market, since potential employers will most likely visit the website. To gauge what to post or the style of the information posted, it is helpful to check one of the more senior student's pages. We usually keep up pages for recent graduates for a year or so which can serve as a reference.

Conference Room Usage and Keys

Students wishing to use the department conference rooms, JMHH757 (small) and JMHH741 (large), such as for the purpose of making presentations, can check with the administrative assistant at the front desk who keeps track of the room reservations in the black planner books that are kept at the front reception area desk with the administrative assistant. Students should pencil in their reservation times in available slots, including their name and the purpose of the reservation. Under no circumstances should any other appointments already in the book be changed or erased.

Students are issued a key to their office cubicle, to use during their time with the department. All keys to department rooms are kept with the administrative assistant. If a conference room is locked, or you forget your cubicle key please, see the administrative assistant to help you.

Payroll and Other Financial Matters

Doctoral students receive their checks on the last working day of the month. Direct Deposit is the preferred method of distribution. Students may view their deposit/payroll information on http://medley.isc-seo.upenn.edu/penn_portal/u@penn.php. A Penn Key is needed to access the site. (Check with the department's Business Administrator with Penn Key questions.)

If you perform extra work as a research assistant, grader, or proctor please make sure that you turn in your time sheet, signed by the faculty member, with the specific course information by the 15th of each month. The faculty member must also supply a letter (it can be in an e-mail) to you describing the type of work you are performing, and the dates involved. If the work you are doing is on-going over several months, only one letter, when you initially begin the work, is needed – you do not have to submit one each month. If the nature of the work changes (grading for a different course in a different semester) then a new letter will be needed.

Your financial support letter provides additional information/guidelines on these matters. If you receive bills from the registrar which reflect a balance, please see a financial coordinator immediately.

Flextime and Flexplace

You should be aware that, subject to the department chair and immediate manager/supervisor's approval, University staff members are allowed to vary the start and/or end times of the work day (Flextime) or to work from home during a portion of the work week (Flexplace). The Marketing Department finds that this increases productivity and allows employees the flexibility to manage their personal lives.

Calendars

There are links to key university related calendars posted on the department's website https://marketing.wharton.upenn.edu/events/calendars/. The registrar's office posts academic calendars three years out. However, the schedules for the mini-courses (half semester courses offered at Wharton) do not appear on the registrar's calendar. The mini course schedules are posted by the MBA Program office once a year on their website. The PhD mini courses will follow these dates as well. (The undergraduate mini-courses follow the same schedule as the MBA mini-courses, since they are often cross-listed.)

If you would like a meeting, workshop, or seminar involving Ph.D. students posted on the Wharton events Calendar please use the "Submit New Wharton Event" link on this page: https://spike.wharton.upenn.edu/calendar/index.cfm.

Colloquia/Seminars

Marketing Department Colloquia

There is a Department colloquia series which runs throughout the year and includes job talks in the Fall. You will receive schedules and notices for each series and are required to attend. Typically they are held on Thursdays with an occasional Tuesday. A link to the Colloquia schedule is on the Department's website: https://marketing.wharton.upenn.edu/events/colloquia/

Decisions Processes Colloquia

The Decision Processes Colloquia series is coordinated by the Marketing and Operations and Information Management faculty. These are typically scheduled on Monday from 12-1:30 pm and lunch is provided. A link to the DP Colloquia schedule is on the Department's website: https://marketing.wharton.upenn.edu/events/dpcolloquia/

Marketing Advanced Topics Seminars

Advanced Topics Seminars (MKTG968 and MKTG969) are typically offered on Wednesdays from 12-1:30PM. Although you can only take these courses for credit once, **all students are required to attend, serve as leaders for and be active participants in these seminars** (except those students on the job market.) Free lunch is provided for the participants. These seminars are sometimes referred to as the "Wednesday Seminars".

Beginning in Fall 2015, the course numbers associated with these seminars will change.

- MKTG 971 - Advanced Topics in Marketing - Part A (0.5 cu) will meet Wednesdays in the Fall semester
- MKTG 972 - Advanced Topics in Marketing - Part B (0.5 cu) will meet Wednesdays in the Spring semester

Students entering the program in fall 2015 will be required to take both MKTG971 and MKTG972 once for grade/credit at some point during their first or second year in the program. Students not taking the seminar for credit during a particular term, will still be expected to attend and participate. Students should not schedule a course in another department during the 12:00 - 1:30 pm time block so they are free to attend.

Links to Other Colloquia Series

Announcements about other departments' seminars or colloquia will be posted on the department bulletin board in the coffee room. Links to all the Wharton Faculty Seminars, Symposia and Conferences can be found on the following website: https://inside.wharton.upenn.edu/faculty/seminars.html.

Travel and Entertainment Expense Processing

It is an IRS requirement that the University retain, for a designated period of time, all documentation supporting requests for reimbursement relating to travel and entertainment. Individuals traveling and or entertaining on official University business are required to submit original itemized receipts showing proof of payment for all travel and/or entertainment related expenses.

For your information, the complete travel and entertainment policy is available at http://cms.business-services.upenn.edu/penntravel/policies.html

The link to Penn Travel Services website is: http://www.purchasing.upenn.edu/travelSite/index.php

Reimbursement Process

Students should seek pre-approval from their advisor and/or PhD coordinator before incurring travel and related expenses. Please refer to the section “Student Benefits” for guidelines on acceptable use of annual travel/research stipends.

The university has moved to an online, travel and expense management system (Concur TEM) for all faculty, staff, and student reimbursements. Your assigned financial coordinator will assist in setting you up in the system. Access for ongoing use is possible with your Wharton username and PennKey by visiting: http://cms.business-services.upenn.edu/penntravel/expense-report.html.

First-time users are encouraged to review the various training materials and documentation provided on the website. It is also suggested that you add “@concursolutions.com” to your Safe Senders list, so notifications from the system are not accidentally sent to your junk mail.

Basic procedure:

The doctoral student submits original, itemized receipts showing proof of payment, along with any additional required documentation, to their assigned Financial Coordinator.

Please specify where the reimbursement/travel will be charged. Example: Research budgets, outside funding, faculty research budgets, etc.)

Receipts are reviewed, and your expense report will be entered into Concur by the Financial Coordinator, who will communicate with you through the online system to obtain your signature on the report. Ultimately, the department Business Manager will obtain additional approval signatures as needed before processing for payment.

Please note the Concur system allows for individual loading of expenses and receipts by the employee. You may want to choose this option for initiating your expense report. Once approved by all parties, payment is generated automatically by the university.

Email all inquiries regarding reimbursements, tuition, tech, and general fees to a financial coordinator. Response time is generally 24-48 hours.

For specific information on the following topics, please view the Travel Procedures document posted on: http://cms.business-services.upenn.edu/penntravel/policies/travel-policies.html.

- Acceptable receipts
- Procedures for providing receipts in a Foreign Currency
- How to properly attach receipts
- Procedure for Partial Reimbursement (if an expense is being paid by more than one university or entity)
- Procedures for Missing or Lost Receipts

STUDENT BENEFITS

RESEARCH FELLOWSHIPS FOR PHD STUDENTS

Entering PhD students are awarded Research fellowships which include:

- An academic year stipend (fellowship). Subject to academic performance, this fellowship will be available for five years.
- Payment of University of Pennsylvania tuition and fees.
- Annual health coverage through the University of Pennsylvania group plan
- An annual budget (for five years) to be used for travel and research.

This is a five year award with its continuation beyond the first year contingent upon the student remaining in good standing in the program. The Department's PhD Committee (or a funding sub-committee) will meet each year to determine whether or not a student is "in good standing" and thus, whether or not the student's funding will be continued for the following year. Please see the Student Responsibilities section of this manual for the specific criteria that must be met to remain in good standing.

This financial offer does not require any research assistant or teaching assistant responsibilities. We anticipate that you will begin research projects with the faculty here as soon as you arrive, based upon your shared interests with our standing faculty. Teaching opportunities will be made available to you toward the end of your program (for additional compensation), and compensation will be competitive with the market at the time. All paid teaching and research opportunities that become available to you must be approved prior to commitment by the department doctoral chairperson, your dissertation advisor, and the department business administrator.

GRANT OPPORTUNITIES

MARKETING DEPARTMENT TRAVEL/RESEARCH STIPENDS

The Marketing Department encourages PhD students to present at major academic conferences. Therefore, all students receive an annual travel/research allowance of $1,000. This does not carry over into subsequent years and, therefore, should be managed prudently. In addition, students might periodically apply for, and may be awarded, travel/research grants from other centers or programs within Wharton.

Students must receive pre-approval from their individual faculty advisor and the department's PhD coordinator for all conference travel paid for with university funds.

All travel arrangements must be made in accordance with the University of Pennsylvania travel policy. The department will pay for coach air fare, conference registration, hotel, and other University-allowable expenses. Please follow the guidelines in the section on Travel/Entertainment Expense Reimbursement when submitting your requests for payment.

DOCTORAL OFFICE TRAVEL GRANTS

Please visit: http://doctoral-inside.wharton.upenn.edu/travel-grant-funding/ for any updates to the information shown below:

The Wharton Doctoral Programs is pleased to be able offer funding to assist Wharton Ph.D. students for travel and research. This funding applies to TRAVEL only (e.g. Registration fees, transportation and lodging) and may not be used for purchase of related books or materials or meals. Proposals for the presentation of student's own research at conferences will be given priority.

**First Year students are not eligible for Doctoral Office Travel funding.*
**Students may not submit more than one Travel Grant request per year.*

Grants will be awarded for amounts up to a MAXIMUM of $500 for Domestic or International travel per trip.

Students should submit a brief proposal prior to the term in which they are planning to travel.

Application for Wharton Doctoral Office Travel funding

Deadlines (Deadline dates are firm):

Fall 2014 Conference (September-December) September 20, 2014
Spring 2015 Conference (January-April) January 24, 2015
Summer 2015 Conference (May-August) May 21, 2015

Applications received after the deadline date will not be reviewed. Students will be notified within two weeks after a deadline.

*International travel must be approved in advance, and travel must be on U.S. carriers when available. Per Diem must adhere to published U. S. Department of State rates.

Please e-mail completed *Travel Funding Application* **and *Letter of support from faculty PhD Coordinator or faculty advisor* as attachments to the Wharton Doctoral office.

CENTER GRANTS

Wharton School research centers may offer grants from time to time. Doctoral students are encouraged to apply for these grants to apply towards their research and conference travel funding. These grants have specific terms and conditions which must be adhered to in order to be funded. See call for proposals for Wharton Risk Management and Decision Processes Center, for example.

OTHER PHD FUNDING SOURCES

The Wharton Doctoral Program Office maintains a webpage that lists a variety of PhD student funding sources. Please check the links that are provided on this website http://www.wharton.upenn.edu/doctoral-inside/funding.cfm for information.

CONSORTIA ATTENDANCE

AMA DOCTORAL CONSORTIUM

Eligibility: Students who have successfully passed the Marketing Department qualifying exam, the first year and second year paper and who have completed all required coursework will be considered by the PhD Committee for attendance at the AMA Doctoral Consortium. There have been occasions in the past when we have chosen not to send any student to the AMA Doctoral Consortium; we may make a similar choice at any point in the future.

Other Doctoral Consortia

Occasionally we are invited to send students to other doctoral consortia. When we choose to send a student, we will follow the same general criteria as for AMA, making adjustments for any specific criteria specified by the consortium sponsor (i.e., for students doing work in a particular area or for students at a particular stage of study).

Marketing Department Criteria for Selecting Doctoral Consortia Representatives

The PhD committee considers a variety of criteria when selecting a PhD student to attend a doctoral consortium. Some of the most common are listed below. Individual faculty members place different weights on these various criteria and will reach different conclusions based upon the same materials. However, it is important for students to understand what these factors are and that the decision is a multi-dimensional one.

1) Past and Potential Research Productivity: Both the number and quality of publications, working paper manuscripts, and ongoing projects. Faculty will also assess the student's role as thought leader in each of these research projects. To what extent does the student have intellectual "ownership" of the research?
2) Performance in Departmental Coursework and Contributions to Weekly Seminars/Colloquia: Does the student contribute to discussions in a way that moves the topics forward and contributes to the intellectual depth of the seminar or classroom discussion? Do creative and deep insights emerge from their questions?
3) Department Citizenship: Does the student help to build the department's PhD community? Is the student an active participant in departmental activities? Has he or she taken on a leadership role in building the community and contributing to the doctoral community?
4) Honors and Awards: Has the student been recognized with honors and awards? What was the nature of the award and how competitive and prestigious was the award? Was the award based on research, teaching or citizenship?
5) How will the Student Benefit from Attending the Consortium? For example, is the student on the job market in the academic year after the Consortium?

To assess these various criteria, we consider the following materials:

- The student's vita
- The student's Annual Summary of Activity
- The student's graduate coursework and grades
- A written statement from the student's advisor

Faculty Mentors

Each first year student will be assigned two faculty mentors. These mentors are there to answer questions you may have and to help you foster connections with the faculty at large as you enter the program. Please schedule meetings with your mentors and meet with them regularly, especially during your first year. You may or may not decide ultimately to work on a research project with these mentors.

Social Activity Budget

The Marketing Department doctoral student group is allocated a modest budget each semester from the Paul Green Foundation to fund social activities intended to promote camaraderie among the students. Students select a social director from their group who will plan and coordinate fun gatherings or outings such as movies nights, bowling, luncheons, etc. The students can decide whether or not to include significant others in these activities. One stipulation is that the events are for students only – no faculty should be included.

Job Application Packet Mailings

Students, who will be applying for University positions when they graduate, will get some clerical assistance from the administrative staff when sending out applications.

Typical job application packets consist of the following:

- Letter(s) of recommendations from PhD advisors and other faculty,
- the applicant's CV
- a job market paper
- other papers if desired

Some positions may also require the submissions of other items such as:

- a cover letter
- diversity statement
- research statement

Because it is customary for letters of recommendation from faculty members to be confidential (meaning students cannot see or handle them), the department's administrative staff needs to provide some assistance with sending out the applications.

At present there are three different ways students are submitting packets:

1) Hard copies of letters of recommendation and supporting documents sent through the mail when specifically requested by the institution offering the position
2) Electronic versions e-mailed by the student's advisor with supporting documents and letters attached; and
3) On-line Applications.

Many schools also *require* on-line applications through systems they set up, even if they also receive a packet through the mail or e-mail. Administrative staff will assist with the first two options, but students and their advisors typically handle the third option on their own, since these on-line sites make provisions for faculty to upload letters of recommendation directly without involving the student. To ensure that you materials look professional and arrive on time, please adhere to the following procedures and deadlines:

Procedure for Hard Copy Mailings:

The department will provide students with stationery supplies (i.e. envelopes, mailing labels) and assist doctoral students with the mailing of faculty recommendation letters for job application packets. Students provide addressed envelopes containing all materials except the recommendation letters; staff will print the letters of recommendation, insert them in the envelopes, and mail them out. In order to meet the July 1st application deadlines set by most institutions, students should be sensitive to the amount of time necessary to process the packets, especially those that need to be mailed overseas. Typically, overseas packages should be sent a week earlier than domestic ones.

A least three weeks prior to when the packet should be mailed

- Let the PhD administrative coordinator and administrative assistant know that you plan to do a hard copy mailing so that they can plan their time accordingly and provide you with labels and envelopes
- Provide the administrative staff with the names of the faculty members who will be writing your letters of recommendation so that ample letterhead is available. Note: If you are getting a letter of recommendation from a faculty member outside the Marketing Department, you should obtain a supply of their (or their department's) letterhead from them, for our staff to print their letters on.

A least **one week prior** **to when the packet should be mailed**, the administrative coordinators should be provided with:

- An e-mail from whoever is writing your letter(s) of recommendation with their letter attached (word document).
- Unsealed, ***addressed*** white Wharton envelopes containing photocopies of your CV and whatever papers and abstracts you are submitting as part of your application. Some schools also require a separate cover letter from the applicant, so include this in the envelope as well if needed.
- The list of names and addresses of the recipients of the recommendation letter in an excel spreadsheet using the headings shown in the table. Staff will use this to mail merge the information into the letters as shown in the example below:

Examples:

First	Last	Title	Address*	Salutation
Andrew A.	Mitchell	Patricia Ellison Professor of Marketing and Marketing Area Coordinator	Rotman School of Management University of Toronto 105 St. George Street Toronto, ON M5S 3E6 Canada	Andrew
Marketing Search Committee			Charles H. Lundquist College of Business University of Oregon 1208 University of Oregon Eugene, OR 97403	Colleagues

*include complete mailing address in one cell exactly how you want it to appear in the letter – remember to use ALT-ENTER to enter multiple lines in cells in Excel .

The examples above will appear in the actual letters as shown below:

June 19, 2015

Andrew A. Mitchell
Patricia Ellison Professor of Marketing and Marketing Area Coordinator
Rotman School of Management
University of Toronto
105 St. George Street
Toronto, ON M5S 3E6 Canada

Dear Andrew,

June 17, 2015

Marketing Search Committee

Charles H. Lundquist College of Business
University of Oregon
1208 University of Oregon
Eugene, OR 97403

Dear Colleagues,

Once all the information has been received, the administrative assistant will print and insert the recommendation letters into the stuffed envelopes you have assembled and mail the packets for you. Each year, less and less paper applications are being sent. If a student plans to send a large number of paper applications, it is recommended that they send lengthy papers to Wharton Reprographics to be copied (usually a one or two day turnaround) to avoid delays using the department copiers.

Procedure for E-mail Submissions

The department has developed an e-mail merge program that will simultaneously merge address information into letters of recommendation, convert them to .pdf files and attach them to them to customized e-mails delivered from the PhD student's advisors e-mail address.

A least three weeks prior to when the packet should be mailed

- Let the PhD administrative coordinator know that you plan to do an e-mail mass mailing so that he/she can plan their time accordingly.
- Provide the administrative staff with the names of the faculty member(s) who will be writing your letters of recommendation so that electronic letterhead and signatures can be prepared for the faculty member if they do not already have it. Note, if you are getting letters from someone from another department, they may need to contact their own administrative staff for assistance with electronic letterhead.

A least three days prior to when the packet should be e-mailed, the administrative coordinators should have in their possession:

- An e-mail from each faculty member who is writing you a letter(s) of recommendation with their completed letter attached. It should be a word document on electronic letterhead with a digital signature.
- An e-mail from the doctoral student's PhD advisor containing the verbiage that will appear in the body of the e-mail from them. The e-mail should include:
- A link to the doctoral student's website,
- A list of what is attached to the e-mail
- The e-mail subject line that should be used (typically "AMA Materials for Candidate John Smith").
- The advisor's contact information after the closing
- The program automatically inserts "Dear <Salutation>, into the e-mail when it runs, so the email body does not need to include a salutation. A sample e-mail can be provided to the advisor to use as a template if requested.
- An e-mail from the student with their CV and papers (in pdf format) that they want attached. In lieu attaching a lengthy paper, some students opt to have their advisor include links to their paper on a website. CAUTION: Make sure the URL of the paper doesn't change if you revise and repost it, or it will result in an error message.
- The list of names and addresses of the recipients of the recommendation letter in an excel spreadsheet using the headings shown below, as well as the recipient's e-mail address. ***The student's advisor should also be one of the entries on the spreadsheet as a way for him or her to see what the "mailed" product looks.***

NOTE: Materials will be processed and bulk e-mailed out within 3 Business days of submission by the student, so plan accordingly. Requests to "mail this out today" cannot always be met, due to administrative staff's other responsibilities in the department and especially when there are multiple students sending applications in the same year.

E-mail merge spreadsheet requirements: The e-mail merge program will not run properly unless your spreadsheet heading names are exactly as shown. The "address" field should have the name, title and address just as you would like for it to appear in the letter of recommendation. You can leave the school and number fields blank, but most students find that including these helps keep track of their spreadsheet entries. If your advisor knows the individual personally that the letter will be addressed to, he or she may prefer that you list a first name, as opposed to the more formal "Dear Professor X". Make sure to check with them about this before using a first name.

School	Number	First	Last	Address	Salutation	Email
Harvard	23	Tom	Jones	Professor David E. Bell Professor of Agriculture and Business Director of Faculty Planning and Recruiting Harvard Business School Harvard University Soldiers Field Road Boston, MA 02163	Professor Jones	tomj@hbs.edu
Harvard	24	Mary	Smith	Professor Mary Smith Professor of Business Administration, Unit Head Harvard Business School Harvard University Soldiers Field Road Boston, MA 02163	Mary	smithma@hbs.edu

When the bulk e-mail merge program runs, a log that shows whether or not the e-mails were successfully sent is created. (Those that fail are usually due to typos in the address.) If an e-mail does not go through successfully, the student will be sent a copy of the log, so that they can determine the correct e-mail address and give the corrected information to the administrative coordinator to resend. Also, the student's advisor should monitor their e-mail in-box for a few days after the bulk e-mail goes out, to be sure there are no error messages sent to them, or if they received an out of office message, or other instructions back from the recipient.

The intent of the bulk e-mail merge program is to minimize the amount of time that a faculty advisor would need to send dozens (or hundreds) of individual e-mails. **However, if you need one or two "special" e-mails (that need a specific subject line or an additional attachment) that could not be sent as part of the bulk e-mail you should ask your advisor to help you with those**. Your advisor will have copies of all of your recommendation letters, so that they could send them out as part of an e-mail if needed. Sometimes a position may not be posted until several months after the typical spring time frame. In this instance, you can ask your advisor to send out an email for you; there is no need to involve staff with sending out a "bulk" e-mail for one application in September for example.

If you need for the administrative staff to send a special "bulk" e-mail to a separate group of schools that require a unique subset of attachments, please send a separate e-mail containing the excel spreadsheet with those addresses, along with any special attachments or instructions. This is to avoid confusion and to ensure that the correct information is sent to the correct e-mail address. **Each bulk mail request requires a separate Excel spreadsheet and specific information as to what should be attached to the e-mail.**

Procedure for On-Line Submissions

If you are asking faculty members to submit letters of recommendation by uploading them to a University's On-line application website, they typically must convert the letter to a "pdf" format before uploading it. Rather than printing the letter on letterhead and then scanning it to convert it to a .pdf, most faculty find it easier to use electronic letterhead with their signatures and printing it with adobe to convert it to a .pdf. **Please let the administrative staff know who you will be asking to write letters of recommendation so that they can ask them if they need assistance with the formatting of their recommendation letters.**

Student Health Coverage

The Student Health Service of the University of Pennsylvania's website link is: http://www.vpul.upenn.edu/shs/

All admitted doctoral student's fellowships cover health insurance. For information about the **Penn Student Insurance Plan**, please go to http://www.vpul.upenn.edu/shs/psipinsurance.php . If you have any questions about the terms of your fellowship please see the department's Business Manager.

The link for insurance enrollment can be found at http://www.vpul.upenn.edu/shs/inreq.php. You will also need to know your Penn Key in order to enroll. Please note that you will not be able to enroll in the insurance program before July 1; you will receive an error message if you try before then. If you are interested in obtaining summer coverage before beginning your first year, check with the department's Business Manager for the current policy on payment for early coverage.

Student Responsibilities

Immunization and Student Health Insurance Compliance

The University of Pennsylvania requires students to meet certain health requirements, including carrying adequate health insurance coverage and immunization against diseases. Failure to meet the requirements will result in denial of student registration privileges. Immunization and insurance information can be completed by students using online forms. Use these links to find out more information regarding the specific requirements and who is subject to them.

Immunization Compliance and Forms: http://www.vpul.upenn.edu/shs/immunization.php

Insurance Compliance and Forms: http://www.vpul.upenn.edu/shs/insurance.php

Remaining in Good Standing

Criteria essential to being considered in good standing include:

- Participation in the Department Colloquia and Advanced Marketing Seminars
- Maintaining a B+ average and making satisfactory progress in their studies. A typical course load is four courses per semester.
- Third Year Funding: Timely Completion of First Year and Second year papers
- Third and Fourth Year Funding: At the end of the third **and subsequent years** each student needs to have a faculty member summarize the student's progress and prospects with the doctoral committee. It's up to the student whether to ask his/her advisor or someone else, and work with that faculty member to make a strong case on his/her behalf. To facilitate this, the student will complete the Marketing Department's Annual Summary of Activity and any status reports required by the PhD Program Office. Based on these reports, the PhD Committee (or a funding sub-committee) will determine whether or not the student is "in good standing" and thus, whether or not the student's funding will be continued for the following year. At the minimum, we want to ensure that each student is in "good standing" in order to receive continued funding; at the same time, we want to raise the bar and assess whether the student has a realistic chance of getting a job at a top school.
- Fifth Year Funding: In order to obtain fifth year funding, our students must be in good standing and have defended their dissertation proposal prior to May 15 of their fourth year. In addition, the process described in the bullet point above will be required. Our intention will be to provide fifth year funding for all students who meet these criteria.

TEACHER DEVELOPMENT PROGRAM

The following information has been taken from the Doctoral Program's Policies and Procedures. Please consult their manual posted on the http://doctoral-inside.wharton.upenn.edu/ website for any updates to this policy, and to read any posts as to when the program will be scheduled.

All PhD candidates in the Wharton Doctoral Programs are required to participate in a Teacher Development Program (TDP). The TDP contains two parts. The first part, conducted in the first week of classes in the student's first year, is a half-day workshop on communications skills that is meant to both educate the doctoral student and make him/her aware of areas of needed improvement. This workshop is mandatory and is part of the introduction to Wharton's Doctoral Programs.

The second part, a four-module TDP workshop, has the focus to enable doctoral students to improve their presentation skills, with the intent of improving academic job placement. In particular, most students will use TDP to help improve their academic job talks when going on the job market.

Doctoral candidates are encouraged to participate in the four-module workshop in their third year or later, but in some cases departments may wish for second year students to take it. Occasionally, waivers for the four-module workshop may be granted by a given department's doctoral coordinator under the following conditions:

- Significant prior teaching experience
- Recognized teaching awards
- College-level education courses

These waivers will be granted by individual departments. The department waiver, if given, must be registered with the Wharton Doctoral Office in writing.

ANNUAL SUMMARY OF ACTIVITY REPORT AND ANNUAL REVIEWS

All Students: Each year, in January, every student will complete a **Summary of Activity Report.** A copy of the report form is contained in the Appendices of this manual. NOTE: The last page of the report form is the "**Annual Dissertation Progress Report**" and is not filled out by everyone. The student provides the Summary of Activity Report, a current CV, and all working papers and presentations completed during the past year. The PhD Coordinator will email all students with the due date for this material. A committee of two faculty members will be assigned to review each PhD student's progress over the past year and to write a brief report. The student will meet with these committee members and the PhD Coordinator to discuss progress and the report.

Candidacy Level Students: Two additional steps are required for students who have reached Candidacy status:

a. Each student will meet with their *Dissertation Committee* at least once annually to discuss their progress. Prior to meeting with the committee, the student should provide them with their completed **Summary of Activity Report** (which includes the Annual Dissertation Progress Report) as well as a blank copy of the **Dissertation Committee Meeting Evaluation Form** that the Doctoral Program Office requires to be filled out by a faculty member. (Copies these documents are in the Appendices of this manual.)

b. The student then needs to have a faulty member present these reports and summarize his or her progress and prospects with the Marketing Department PhD Committee (or a funding subcommittee) so that they can determine whether or not the student is in "good standing". See page 13, for more information about good standing.

COMPLETION OF FORMS

The Doctoral Program Office has a series of forms that need to be completed at various points during the program. It is the student's responsibility to be aware of these forms and submit them at the appropriate time. Links to these forms can be found on the doctoral Programs website: http://www.wharton.upenn.edu/doctoral-inside/forms.cfm. The documents listed below are all hyperlinked, but sometimes the address may change if the Doctoral Program office updates it. If that happens please go to the main Doctoral Forms Library page to download it.

For All Students

- Plan Program of Study
- Plan of Study for Individualized Joint or Dual Degree
- Leave of Absence Request *
- Funding Policy on Maternity/ Paternity Accommodation for Doctoral Students
- Speak Test Payment Form (ITA)
- Transfer of Credit

Dissertation Stage

- Appointment of Dissertation Committee
- Request for External Non-Penn faculty for Committee Member *
- Change of Dissertation Committee
- Oral Proposal Notification
- Oral Defense Certification
- Dissertation Committee Meeting Evaluation (see editable version in the Appendix of this document)
- Final Defense Notification
- Final Oral Defense Certification
- Graduation Checklist
- Dissertation Manual
- Dissertation Resources
- Degree Checklist

Master's Degree Requirements (AM/MS)

- Master's Research Paper Certification
- Guide for student's pursuing the Statistic's Master's Degree
- Plan Program of Study
- Individualized Joint or Dual Degree Plan of Study

*All forms with an asterisk must be submitted to the Wharton Doctoral Programs Office at least two weeks prior to the due date for the Graduate Group Chair signature. Students should complete and obtain signatures for all other forms prior to submitting the forms to the Wharton Doctoral Program Office in SHDH 430.

The Marketing Department has a few forms that are used within the department. These can be obtained from the PhD Administrative Coordinator, and are included in the Appendices of this manual.

- Marketing Department Forms
    - Annual Summary of Activity Report
    - Marketing Department Doctoral Student/Procter Time Sheet
    - Independent Study

Doctoral Program Requirements

The Department requirements are posted on the Doctoral Programs Office's website http://www.wharton.upenn.edu/doctoral/programs/marketing.cfm. Any changes to our program are reported to the Doctoral Program office so that they can make adjustments to their website as well as their Policy Manual. Even though the information in this section is on-line, it is spelled out here for easy reference.

Program Objectives

The program's specific objectives are:

- To provide an interdisciplinary environment for the generation of creative ideas in marketing;
- To provide sufficient analytic skills for evaluation (and implementation) of these ideas, i.e., critical insight;
- To provide training in the communication of these ideas to others; and
- To encourage a type of cumulative contribution to the marketing field by a process of learning how to learn, i.e., the strategy of scholarly inquiry.

These objectives are implemented by means of a varied program of seminars, joint research projects, and colloquia.

The Wharton Doctoral Programs are part of the Graduate Faculties of the University of Pennsylvania and as such they operate within the general framework of degree requirements and financial regulations stated in detail in the University's graduate academic bulletins, available from the University of Pennsylvania Graduate Admissions Office, 16 College Hall, phone (215) 898-7444.

Student Involvement with the Department

Marketing Advanced Topics Seminars MKTG 968 (1.0 cu) and MKTG 969 (1.0 cu)

All students, except those on the job market, are required to attend, serve as leaders for, and be active participants in the advanced Ph.D. seminars, sometimes referred to as the "Wednesday Colloquia", held Wednesdays at lunchtime. This will expose the students to advanced topics in Marketing. Students entering the program in Fall 2014 (and earlier) are permitted to take MKTG 968 and MKTG 969 each once for credit, but are not are required to do so to satisfy their major field courses requirement.

Beginning in Fall 2015, these course numbers will be changed to MKTG 971 (0.5 cu) and MKTG 972 (0.5 cu). All students will be required to take each of these courses once for credit.

Department Colloquia

In addition to the regular seminars, all Ph.D. students are expected to participate actively in the Department's colloquium, which features presentations of research in progress by department faculty members, Ph.D. students and guests. Ph.D. students are also expected to meet and participate in Coffee Klatch meetings with speakers each week.

Beginning in Fall 2015, there will be two new courses that will incorporate the department colloquia presentations: MKTG 973 (0.5 cu) and MKTG 974 (0.5 cu). All students will be required to take each of these courses once for credit.

DEGREE REQUIREMENTS

The Wharton Doctoral Programs consist of two distinct phases: pre-candidacy and candidacy.

In general, during the pre-candidacy phase the student completes

- the required course-work,
- preliminary examinations,
- any requirements imposed by the student's specific Department or Program such as additional qualifying examinations and research papers.

Upon satisfying all of these requirements, the student applies in writing to their Department PhD Faculty Coordinator for admission to candidacy. The Coordinator will review the student's record and make a recommendation to the Vice Dean. Upon approval by the Vice Dean, the student is admitted to candidacy.

The candidacy phase comprises

- preparation and defense of the dissertation proposal,
- doctoral dissertation
- final defense of the dissertation

The following are the specific requirements for the Marketing Department.

Before admission to candidacy, the student is required to:

- Complete the required 16 cu's of **graduate level courses** as described in detail in the **Coursework** section below. (This will increase to 18 cu's for students entering in Fall 2015, since credit will now be given for the speaker seminars and department colloquia)
- Take and pass the Marketing qualifying **examination** offered at the end of the first year.
- Complete a faculty-supervised **First Year research paper** due approximately August 25, before the start of the second year. Present the first year paper in seminar series in January of the second year.
- Completed a faculty-supervised **Second Year research paper** due by approximately August 25, before the start of the third year.
- Complete all forms required by the University. Link to some forms can be found at: http://www.wharton.upenn.edu/doctoral-inside/forms.cfm.

COURSEWORK

The Ph.D. program in marketing is based on the completion of the dissertation as well as a minimum of sixteen graduate level courses in the following categories:

- Major Field Courses - Marketing: **Five credit units of** marketing seminars. (see course numbers below) This will increase to **seven** credit units for students entering in Fall 2015.
- Basic Courses - consisting of a statistics and economics course sequence: **Three or four** credit units
- Courses in a Related Field: **Two to three** credit units
- Electives: **Five to Six** credit units

Of the sixteen courses, a maximum of four can consist of transfer courses for graduate work at other universities. In addition, only two of the sixteen courses can be independent study courses.

MAJOR FIELD COURSES

The department offers seminars that cover those areas of marketing in which all Ph.D. marketing students should have basic competence, not only to understand the contemporary literature, but to contribute to the future of the discipline. The seminars involve in-depth consideration of various aspects of marketing. Ordinarily, a student taking these seminars will have already completed some work in quantitative methods and, perhaps, in behavioral sciences as well. The general objectives of these seminars are to: (1) discuss contemporary research problems and relevant literature, and (2) describe concepts and techniques for handling the research questions, current and future, in each field.

The Marketing Department requires that students take six credit units (cu) of Ph.D. seminars. Students can select the Quantitative Track or the Consumer Behavior Track when choosing which marketing seminars to take, according to their research interests.

Consumer Behavior Track: 3 cu's as follows:

- MKTG 950 (0.5 cu) **AND** MKTG 951 (0.5 cu)
- MKTG 952 (0.5 cu) **AND** MKTG 953 (0.5 cu)
- MKTG 954 **OR** MKTG 955 (0.5 cu)
- MKTG 956 **OR** MKTG 957 (0.5 cu)

OR

Quantitative Track: 3 cu's as follows:

- MKTG 954 (0.5 cu) **AND** MKTG 955 (0.5 cu)
- MKTG 956 (0.5 cu) **AND** MKTG 957 (0.5 cu)
- MKTG 950 (0.5 cu) **OR** MKTG 951 (0.5 cu)
- MKTG 952 (0.5 cu) **OR** MKTG 953 (0.5 cu)

AND

Seminars required for all students: 2 cu's

- MKTG 940 and 941 (1.0 cu total)
- MKTG 942 and 943 (1.0 cu total)

AND for students entering in Fall 2015: 2 cu's

- MKTG 971 and 972 (1.0 cu total)
- MKTG 973 and 974 (1.0 cu total)

If a required Marketing Seminar is not offered, students may submit a request to the Marketing Department's Doctoral Committee for a course substitution.

The following courses are currently offered by the Marketing Department. Please see Course Descriptions on the Marketing Department's website for more information about the course content. Please see Course Schedules on the department website for course times and dates.

Students wishing to take any of these "MKTG" courses need permission from the instructor before they can register for them. (Please visit the Registration section of the Current student page on the department website https://marketing.wharton.upenn.edu/programs/phd/for-current-students/ for specifics.) After receiving approval from the course instructor, students need to contact the PhD Course Coordinator so a permit can be issued in the registrar's system.

Course	Cu	Course Title	Semester	Schedule
MKTG 940	0.5	Measurement and Data Analysis in Marketing – Part A *(former MKTG 966)*	Spring Q3	Every year
MKTG 941	0.5	Measurement and Data Analysis in Marketing – Part B *(former MKTG 966)*	Spring Q4	Every year
MKTG 942	0.5	Research Methods in Marketing – Part A *(former MKTG 967)*	Fall Q1	Every year
MKTG 943	0.5	Research Methods in Marketing – Part B *(former MKTG 967)*	Fall Q2	Every year
MKTG 950	0.5	Judgment and Decision Making Perspectives on Consumer Behavior - Part A *(former MKTG 960)*	Fall Q1	Even numbered calendar years *(alternate years from MKTG 951)* ***SEE NOTE***
MKTG 951	0.5	Judgment and Decision Making Perspectives on Consumer Behavior - Part B *(former MKTG 960)*	Fall Q2	Odd numbered calendar years *(alternate years from MKTG 950)* ***SEE NOTE***
MKTG 952	0.5	Information Processing Perspectives on Consumer Behavior - Part A *(former MKTG 963)*	Spring Q3	Even years *(alternate years from MKTG 953)* ***SEE NOTE***
MKTG 953	0.5	Information Processing Perspectives on Consumer Behavior - Part B *(former MKTG 963)*	Spring Q4	Odd years *(alternate years from MKTG 952)* ***SEE NOTE***
MKTG 954	0.5	Economic/OR Models in Marketing - Part A *(former MKTG 961)*	Fall Q2	Even years ***SEE NOTE*** (alternate years from MKTG 955)
MKTG 955	0.5	Economic/OR Models in Marketing - Part B *(former MKTG 961)*	Spring Q4	Odd years ***SEE NOTE*** *(alternate years from MKTG 954)*
MKTG 956	0.5	Empirical Models in Marketing - Part A *(former MKTG 964)*	Spring Q3	Even years ***SEE NOTE*** *(alternate years from MKTG 957)*
MKTG 957	0.5	Empirical Models in Marketing - Part B *(former MKTG 964)*	Spring Q4	Odd years ***SEE NOTE*** *(alternate years from MKTG 956)*
MKTG 968	1.0	Advanced Topics in Consumer Research *(may only take once for credit)*	Spring and Fall	Every year *(will be discontinued in Fall 2015)*
MKTG 969	1.0	Advanced Topics in Marketing Research *(may only take once for credit)*	Spring and Fall	Every year *(will be discontinued in Fall 2015)*
MKTG 970	1.0	PhD Seminar in Marketing Strategy	Spring	Varies
MKTG 971	0.5	Advanced Topics in Consumer – Part A ***SEE NOTE 2***	Weds In Fall	Every year
MKTG 972	0.5	Advanced Topics in Consumer – Part B ***SEE NOTE 2***	Weds In Spring	Every year
MKTG 973	0.5	Research Seminar in Marketing – Part A ***SEE NOTE 2***	Thursday in Fall	Every year
MKTG 974	0.5	Research Seminar in Marketing – Part A ***SEE NOTE 2***	Thursday in Spring	Every year
MKTG 999	1.0	Independent Study	Spring and Fall	Every year

NOTE: This course will be offered every year beginning in fall 2015

NOTE 2: MKTG 968 and MKTG 969 are being replaced by MKTG 971, 972, 973 and 974. If a student has already taken MKTG 968 or MKTG 969 for credit, he or she cannot take the new courses for credit.

Independent Study

Students wishing to take an Independent Study course in the department (MKTG999) must complete an **Independent Study Course Approval Form,** obtain the course instructors signature, and submit a copy to the PhD Course Coordinator so that the course can be entered into the registrar's system. The original of the form must be submitted to the Wharton Doctoral Programs Office. For additional information please consult the department's "Current Student" webpage: https://marketing.wharton.upenn.edu/programs/phd/for-current-students/

Transfer Credits

To transfer credits from another University, a student needs to submit a written request to the Department PhD Coordinator during his or her first year. The recommendation from the Department PhD Coordinator will be sent in writing to the Vice Dean and filed with the doctoral program office. The transfer becomes effective at the end of the first year of doctoral study. A copy of the form can be obtained at this link **Request for Approval of Transfer Credit** form. *Please note the Doctoral Programs form states that eight course units are transferrable. However the Marketing Department only allows four courses to be transferred.*

Please consult the Wharton Doctoral Office website for additional information about transfer credits: http://www.wharton.upenn.edu/doctoral-inside/transfer-of-credit.cfm.

Basic Courses

Economics Requirement

Students are required to take one of the following three Economics sequences:

- ECON 701 (1.0 cu) and ECON 703 (1.0 cu) - Microeconomic Theory I & II OR
- ECON 681 (1.0 cu) - Microeconomic Theory and ECON 682 (1.0 cu) - Game Theory and Applications OR
- BEPP 950 (1.0 cu) - Managerial Economics

Statistics Requirement

A one-year graduate level sequence in statistics or in probability and statistics is required. Any of the following sample sequences can be used. Students may substitute other graduate level courses upon approval of the graduate director of the Statistics Department.

- STAT 500/501
- STAT 520/521
- STAT 510/520
- STAT 550/551
- ECON 705/706

The specific courses permitted to satisfy the basic course requirements are determined by the Wharton Doctoral Program Office. Please consult the Wharton Doctoral Programs Policies and Procedures for a list of the courses http://doctoral-inside.wharton.upenn.edu/policies-procedures/ and for any updates to this list.

Courses in a Related Field

Students also complete course units in related fields. A partial list of possible related fields includes:

- Communications Research
- Decision Processes
- Econometrics
- Economics
- Information Systems
- Operations Research
- Psychology
- Sociology
- Statistics

NOTES ABOUT COURSE LOAD AND AUDITING COURSES

The **maximum course load per term is four course units** per term for doctoral students. A doctoral student may register for a fifth course unit as AUDIT ONLY with permission of the Vice Dean of the Doctoral Programs. Wharton PhD Students are permitted to AUDIT one course only per term.

A student who desires to attend a course without performing the work of the course must first secure the consent of the instructor. He or she must register in order for the audited course to appear on the transcript; no credit will be received for the audited course.

A student may request that the Doctoral Office change his or her status in a course to auditor, provided that the request is endorsed by the PhD Coordinator (faculty advisor) in their department and the instructor giving the course and is submitted to the graduate office no later than the end of the second week of the term.

Below is a sample schedule. The MKTG courses should be taken in the time frame listed; the courses needed to satisfy the Economics and Statistics basic course requirements will vary by each student's sequence choice.

Years 1 and 2 - SAMPLE SCHEDULE	
• Coursework • Examination • Research Papers • Research Activities • Completion of Other Requirements by Field	**YEAR 1 - Quantitative Track** • **Fall:** MKTG 942; MKTG943; MKTG 950; MKTG 954; ECON 681; STAT 550 • **Spring:** MKTG 940; MKTG 941; MKTG 952; MKTG 955; MKTG 956; MKTG957; STAT 551 • **Summer:** Marketing Preliminary Exam, First Year research paper **YEAR 1 - Consumer Behavior Track** • **Fall:** MKTG 942; MKTG943; MKTG 950; MKTG 951; MKTG 954; MKTG 971; STAT 550 • **Spring:** MKTG 940; MKTG 941; MKTG 952; MKTG 953; MKTG 956; MKTG 972; STAT 551 • **Summer:** Marketing Preliminary Exam, First Year research paper **YEAR 2 - Quantitative Track** • **Fall:** MKTG 971; MKTG 973; Electives; Research Paper • **Spring:** MKTG 972; MKTG 974; ECON 682; Electives; Research • **Summer:** Second Year Research Paper **YEAR 2 - Consumer Behavior Track** • **Fall:** MKTG 973; BEPP 950; Electives, Research Paper • **Spring:** MKTG 974; Electives; Research • **Summer:** Second Year Research Paper
Year 3	
• Directed Reading & Research • Admission to Candidacy • Formulation of Research Topic	Dissertation proposal defense
Year 4	
• Continued Research • Oral Examination • Dissertation	Final dissertation defense

Candidacy Examination

A Candidacy Examination on the major subject area is required before the student can be admitted for candidacy. In the Marketing Department's program, this qualifying exam is offered at the end of the first year (usually in early June). It may be oral, written, or both, at the discretion of the graduate group. Typically the exam in our department is a written exam, primarily completed on a computer, and covers the material from the Marketing Department seminar series students take during their first year. According to the University's academic rules, feedback must be provided to the student within one month, although the results of the examination are usually provided to students sooner. Satisfactory completion of the Candidacy Examination requirement is recorded in the student's academic record by the Doctoral Office once they are notified by the Department's Coordinator (PhD Advisor).

First Year Paper

Each student is required to complete a first-year paper. The purpose of the paper is for each student to get first-hand experience in the research process by:

- identifying an interesting and important problem
- reviewing and synthesizing previous research in the area
- conducting original primary research on the topic which could take the form of:
    - an experiment to test some hypotheses
    - derivation of an analytic model which generates testable propositions
    - development of a model and testing of it on an existing dataset
- writing a +/-30 page paper summarizing the research in a journal format.

Students should begin thinking about this project no later than the end of their second semester in the program and should begin working with a faculty member whose role is to provide guidance and counsel along the way. The paper can use as its starting point work previously completed for another class, but must demonstrate substantial incremental work and improvement. For additional information, students should talk to the Marketing doctoral program coordinator and/or other faculty members.

Additional Details:

Deadline: The paper is due approximately August 25th, at the beginning of the 2nd year. (The actual date is determined on a yearly basis). If the paper is not received by the deadline, all funding will be suspended until (a) the paper is turned in, (b) the paper has been evaluated by the designated reviewers, and (c) the doctoral committee meets and makes a determination as to whether the student's funding should be reinstated. The expectation is that all papers will be turned in on time; if, however, a student anticipates that meeting the deadline is impossible, he/she should inform the doctoral program advisor well in advance of the deadline.

Before submitting the final paper, it needs to be sent to the communications/writing service in the Doctoral Program office for feedback. Student should submit it at least two weeks prior to the deadline, to give ample time for the staff to review it. Students may submit their papers earlier in the writing process to get feedback if desired.

Format: The final paper should double-spaced and formatted according to the guidelines of the journal to which you might plan to submit it (Journal of Consumer Research, Journal of Marketing Research, Marketing Science, etc.). You can find information about the style guidelines for each journal on its website and can obtain additional information about this from your advisors.

Review Process: The paper will be evaluated by two reviewers in a manner consistent with normal academic journals. The student is welcome to suggest appropriate reviewers. Each student will receive feedback on his/her paper. Once the feedback has been received, students are required to respond to that feedback. This response should include how the student will revise the paper in order to address the comments and criticism. Ideally, all students will ultimately publish their first year papers. Comments to the reviewers can serve as a useful roadmap for these revisions. Comments to the reviewers will be due 2 weeks after students have received the reviews.

Oral Presentation: During January of the second year, each student will make a 30-45 minute presentation of his/her paper to the marketing faculty and the other doctoral students. The presentations will take place during one of the regularly scheduled (usually on Thursday) Department colloquium time slots after students have received reviewer feedback. Students should endeavor to revise their research based upon comments from the reviewers before making this presentation.

Second Year Paper

Each student is also required to complete a second-year paper. This paper can be a revision of the first year paper, as long as it shows substantial improvement and change. However, in most cases this will most likely be a completely new piece of research, rather than a revision of the first year paper. Like the first year paper, the purpose of the paper is for each student to get first-hand experience in the research process by:

- identifying an interesting and important problem
- reviewing and synthesizing previous research in the area
- conducting original primary research on the topic which could take the form of:
  - an experiment to test some hypotheses
  - derivation of an analytic model which generates testable propositions
  - development of a model and testing of it on an existing dataset
- writing a +/-30 page paper summarizing the research in a journal format.

Students should begin thinking about this project no later than the end of their third semester in the program and should begin working with a faculty member whose role is to provide guidance and counsel along the way. The paper can use as its starting point work previously completed for another class, but must demonstrate substantial incremental work and improvement. For additional information, students should talk to the Marketing doctoral program coordinator and/or other faculty members.

Additional Details:

Deadline: The paper is due approximately August 25th, before the start of the 3rd year. If the paper is not received by the deadline, all funding will be suspended until (a) the paper is turned in, (b) the paper has been evaluated by the designated reviewers, and (c) the doctoral committee meets and makes a determination as to whether the student's funding should be reinstated. The expectation is that all papers will be turned in on time; if, however, a student anticipates that meeting the deadline is impossible, he/she should inform the doctoral program advisor well in advance of the dealing.

Before submitting the final paper, it needs to be sent to the communications/writing service in the Doctoral Program office for feedback. Student should submit it at least two weeks prior to the deadline, to give ample time for the staff to review it. Students may submit their papers earlier in the writing process to get feedback if desired.

Format: The final paper should double-spaced and formatted according to the guidelines of the journal to which you might plan to submit it (Journal of Consumer Research, Journal of Marketing Research, Marketing Science, etc.). You can find information about the style guidelines for each journal on its website and can obtain additional information about this from your advisors.

Review Process: The paper will be evaluated by two reviewers in a manner consistent with normal academic journals. The student is welcome to suggest appropriate reviewers. Each student will receive feedback on his/her paper. Once the feedback has been received, students are required to respond to that feedback. This response should include how the student will revise the paper in order to address the comments and criticism. Ideally, all students will ultimately publish their first year papers. Comments to the reviewers can serve as a useful roadmap for these revisions. Comments to the reviewers will be due 2 weeks after students have received the reviews.

The Oral Presentation: During January of the third year, each student will make a 30-45 minute presentation of his/her paper to the marketing faculty and the other doctoral students. The presentations will take place during one of the regularly scheduled (usually on Thursday) Department colloquium time slots after students have received reviewer feedback. Students should endeavor to revise their research based upon comments from the reviewers before making this presentation.

Dissertation

Applying for Dissertation Status

Upon satisfying all of the requirements listed above (coursework, exam, papers, and on-going department participation) students can apply to go on dissertation status. Keep in mind that once on dissertation status, students are no longer able to take any classes for credit. Not all third years immediately apply to go onto the dissertation phase, and opt to take an additional semester of course work while working on their research.

Once the student decides to go onto dissertation status, he or she should contact the Wharton Doctoral Programs Office to verify that all the requirements have been met and properly documented. If there is a candidacy requirement that needs to be waived, approval must be obtained before moving on.

After getting approval from the Department's Faculty PhD Advisor and the Vice Dean, students are admitted to candidacy for the dissertation phase of their studies.

Once everything is in order, the student should verify that they are not registered for any other courses in the semester that they wish begin the dissertation phase. The only course they will be registered for during each semester until they graduate is the dissertation course MKTG 995. To set up the dissertation course section for the faculty member(s) who will be supervising your dissertation research, he or she needs to contact the Marketing Department's Course Coordinator.

Dissertation Process

The formal dissertation process takes place in two phases. In the first phase, the student prepares a proposal indicating the nature of 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.

The sequence of events and requirements associated with the dissertation is detailed in the Wharton Doctoral Policies and Procedures Manual in Section 6. Students should familiarize themselves with this section. This manual can be accessed through the link at: http://doctoral-inside.wharton.upenn.edu/policies-procedures/.

Role of Dissertation Advisor and Dissertation Committee

The student and his or her dissertation advisor meet regularly (at least twice a year and, in many cases, much more frequently) to establish expectations and review the progress of the student's research. The student's primary advisor may serve as committee chair of the Dissertation Committee provided the primary advisor is a member of the standing faculty of the Wharton School.

The function of the dissertation committee is to provide advice concerning the research, to participate in the proposal defense and dissertation defense, and to decide whether the proposal and the dissertation satisfy the standards of the Wharton Doctoral Programs.

It is the advisor's responsibility to submit to the Department Coordinator (PhD Committee Chair), in writing, the names of the dissertation committee members for approval. The Department Coordinator will recommend any changes in the committee that he or she deems appropriate.

After approval of the committee by the Department Coordinator, he or she will submit the names of the committee members, in writing, to the Vice Dean for approval using the Request for Appointment of the Dissertation Committee. These rules for approval also apply to the replacement of committee members who are unable to continue to serve on the committee. Changes should be submitted on the Request for Change of Dissertation Committee form. The Vice Dean will normally approve the committee makeup, assuming only that it follows these guidelines concerning its membership.

The dissertation committee shall consist of no fewer than three members, including the dissertation Advisor, and no more than five members.

- At least three must come from the standing faculty of the University of Pennsylvania
- No more than one committee member may come from outside the University of Pennsylvania.
- A clear majority of the committee, including the committee chair, must come from the standing faculty of the Wharton School.
- At least two of the standing faculty members must hold primary appointments within the department of the student's specialization.

The dissertation committee chair is responsible for convening meetings, advising the student on rules, and advising the Vice Dean of the Wharton Doctoral Programs that all graduate group requirements have been met.

Master's Degree in Marketing

Continuation to PhD

Students who want to apply for a Master's Degree and continue on for the Ph.D. should check the University-Wide Academic Rules for Graduate Degrees posted on http://www.upenn.edu/provost/academic_rules. Students must have approval from the Ph.D. Coordinator before applying for a Master's degree. Required forms can be found in the Doctoral Program office's Form's Library: http://doctoral-inside.wharton.upenn.edu/forms/.

Alternate Degree

Students who originally planned to pursue a Ph.D. and change to a Masters should notify the Doctoral Program Office.

Requirements

Students can only apply for a Master's degree if they have:

- Taken and passed the Marketing Department's Qualifying Examination

- Completed a minimum of 8 credit units of Coursework as follows:
  - MKTG 952 (0.5 cu) and MKTG 953 (0.5 cu) - Information Processing Perspectives on Consumer Behavior
  - MKTG 956 (0.5 cu) and MKTG 957 (0.5 cu) - Empirical Models in Marketing
  - MKTG 940 (0.5 cu) and MKTG 941 (0.5 cu) - Measurement and Data Analysis in Marketing
  - MKTG 942 (0.5 cu) and MKTG 943 (0.5 cu) - Research Methods in Marketing
  - 4 additional electives courses

- Completed the University's major research paper requirement by:

  - Completing a course of research character or engage in supervised research, as the graduate group shall direct, which, in either case, shall be of at least one term in duration and shall include the preparation of at least one comprehensive scholarly or scientific paper.

  A research paper based on joint work with other researchers is allowed, provided that, in such cases, a unique and separate document is presented by each degree candidate. The candidate must include a concise account of his or her contribution to the whole work. Authorship of a master's thesis or research paper by more than one degree candidate is not allowed.

  A Certification of Research Paper Acceptable for Master's Degree form must also be completed.

PHD STUDENT NAME: ______________________

ANNUAL SUMMARY OF ACTIVITY - 2014

January 1, 2014 - December 31, 2014

1. PUBLICATIONS AND RESEARCH REPORTS

a) Scholarly Refereed Journal Articles published in calendar year 2014

b) **Other Articles and Proceedings published in calendar year 2014**

c) Manuscripts Under Review as of December 2014

d) New Working Papers during calendar year 2014 (not listed above)

e) Research Projects in progress as of December 2014 (not listed above)

2. ACADEMIC ACTIVITIES

a. Reviewing 2014

b. Academic Presentations made in calendar year 2014

c. Service to the Department, School, and Academic Community (including participating in brown bag seminars, PhD Admit Day activities, etc.) in 2014.

3. RESEARCH CONTENT AND FINDINGS

Please select one research project of yours that is either ongoing or that you completed in the last year. For that project, please describe the purpose of the research, the research method, and the findings/conclusion (or intended analyses).

4. GOAL SETTING FOR 2015

Briefly describe your academic and research goals for the upcoming year. What coursework do you hope to have completed by this time next year (if any)? Looking at the list of projects you are currently working on, what do you hope you will be able to say about them next year (published, under review, etc.)? What major milestones do you hope you will have completed (proposal defended, etc.)? Be realistic about this. We will give this back to you next year and ask you to reflect back on your success in meeting these goals.

5. BRIEF RESEARCH STATEMENT

Briefly (1-2 paragraphs at the maximum) provide a personal statement that describes your "research identity." What are the research questions you are interested in? How are you contributing to the relevant literature? How would you like to be known within the field of marketing? Very briefly, describe how each of your papers/projects fits into this statement about that "who you are" as a researcher.

The last page only needs to be completed by students who have reached candidacy.

6. ANNUAL DISSERTATION PROGRESS REPORT

What progress have you made toward the completion of your dissertation since you last report? (Do not include progress recorded in your last report.) Explain any deviation from your previous goals.

Outline the remaining work that needs to be accomplished to complete the dissertation and propose a time table for completing that work.

Student Name: ____

Student Signature: ________________________________ **Date:** ______________________

Name of Dissertation Committee Chair ____

Page 7 of 7

INDEPENDENT STUDY COURSE APPROVAL FORM

Wharton School Doctoral Programs Office
University of Pennsylvania
3620 Locust Walk/6302

Current Term and Year: ________________________

Student's Name: ______________________________ Student's Department: Marketing

Social Security #: XXX-XX- _______(last four digits) E-Mail:________________________

Instructor: ______________________________E-mail: _____________________

Telephone: _____________________________Dept/Div.:_________________

Course Number: **MKTG 999** _________
DEPT **Section Number**

All Wharton Ph.D. students are eligible to enroll in independent study courses if

1. the course does not duplicate a Wharton course offered in the same semester,
2. the student has completed an introductory course in the same field as the independent study, and
3. the department approves.

The signatures below certify that these conditions have been met.

____
Student's signature Date

____
Instructor's signature Date

Once completed and signed, the student needs to:

1. Bring the form to your Department Course Coordinator for registration processing. If missing, the course section number will be added to the form.
2. Return a copy of this form to the Wharton Doctoral Programs Office, Steinberg Hall-Dietrich Hall, 3620 Locust Walk/6302

University of Pennsylvania

University of Pennsylvania
Wharton Doctoral Programs

Dissertation Committee Meeting Evaluation

This form is to be completed after each dissertation committee meeting and returned to the Wharton Doctoral Programs Office signed by the Dissertation Committee Chair.

STUDENTS NAME: ____

ADVISOR: ______________________________ **STUDENT'S MATRICULATION DATE:**_____________

STUDENT'S PROGRAM: ____

DISSERTATION COMMITTEE CHAIR: ____

COMMITTEE MEMBERS: ____

____

____

MEETING DATE: ____________________________________

What are the strengths of this student's research and abilities?

Has sufficient progress been made since the last dissertation committee meeting?

If progress has been insufficient what steps need to be taken to rectify the problem? Is an academic probationary period necessary?

When should the next recommended committee meeting take place?

(For 4th year and later students) Were postdoctoral job plans discussed?

Attach a Report of the dissertation meeting and the committee's deliberations. **Please enumerate any specific suggestions made by the committee.** Include the student's handout to the committee members.

Signature of Dissertation Committee Chair: ____