PHD STUDENT MANUAL

2016-2017

MARKETING DEPARTMENT

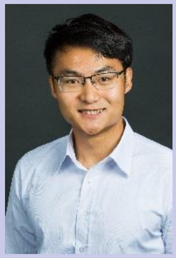
The purpose of this PhD Manual is to provide guidance to the department's PhD students and faculty regarding ***Marketing Department specific*** policies and procedures.

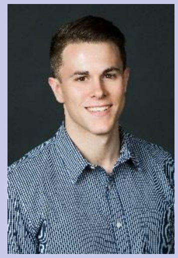
This manual is not intended to cover all the policies, procedures, and resources at the University and students should familiarize themselves with them by going directly to the documents and information posted by the University of Pennsylvania and the Wharton Doctoral Program Office on their websites. 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.

FIRST YEARS


Vladimir Pavlov


Yuhao Fan


Kevin Sweeney


Esther Uduehi


Qi Yu

SECOND YEARS


Brooke Kelly


Zachary Winston


Sangil (Arthur) Lee

THIRD YEARS


Uri Barnea


Jaclyn Silverman


Sydney Scott


Suneal Bedi

FOURTH YEARS


Yupeng Chen


Tong Lu


Shalena Srna


Kathy Li

FIFTH YEARRS


Evan Weingarten


Abhinav Uppal

SIXTH YEARS


Liangbin Yang

WHARTON
Marketing
Department
Doctoral Students

MARKETING DEPARTMENT PHD STUDENT MANUAL

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University Websites and Resource

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://doctoral-inside.wharton.upenn.edu/ 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
- Gidget M. Murray
  gmurray@wharton.upenn.edu (215) 898-2619

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://doctoral-inside.wharton.upenn.edu/bookmarks/

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 posted on the department's https://marketing.wharton.upenn.edu/contact-us/.

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 assigned administratively to the Marketing Department, 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/contact-us/phdstudentscontact/ Please note that the students in the joint program with the Psychology program *who are assigned administratively* to the Psychology department will have a web page provided by Psychology Department.

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 hallway near the cubicles on the south side of the Marketing 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 eship@Penn. You can also get additional information at www.upenn.edu/mail/.

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. (Called "Pluto" and "Hope"). Other printers (called Pusan and Seoul) are located near the PhD Cubicles. 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. If you need help in ordering copies contact the administrative assistant at the front desk. General office supplies for use in the office are also stored in the copy room, in the cabinet and drawers to the left as you enter the room.

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 Printing.
https://printing.wharton.upenn.edu/

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. The goal of the department's IT Staff 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:
https://computing.wharton.upenn.edu/.

PhD Student Home Pages

PhD students, administratively assigned to the Marketing Department, 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/contact-us/phdstudentscontact/ Students can edit their own pages online going to https://faculty.wharton.upenn.edu/wp-admin and logging in. (Use the Wharton ID and password that you would use to login to your computer or e-mail.) There is a page on the Marketing Communications (marcomm) site that explains how to edit the various parts of your webpage. https://marcomm.wharton.upenn.edu/wharton-faculty-platform/wharton-faculty-platform-getting-started/. 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 seminar and conference rooms, JMHH757 (aka small) and JMHH741 (aka large), such as for the purpose of making presentations, can check with the administrative assistant at the front desk. She keeps track of the room reservations in the black planner books that are kept at the front reception area desk. 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 shared department rooms, as well as a master key, 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 Manager if you have any 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 the department's 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. They are generally held on Thursdays, but may be held on a different day to accommodate a guest speaker's schedule. A link to the Colloquia schedule is on the Department's website: https://marketing.wharton.upenn.edu/events/colloquia/

The course numbers associated with these seminars are

- MKTG 973 - Research Seminars in Marketing - Part A (0.5 cu) will meet Thursdays in the Fall semester
- MKTG 974 - Research Seminars in Marketing - Part B (0.5 cu) will meet Thursdays in the Spring semester

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/

Advanced Topics (Wednesday Lunchtime) Seminars

All Marketing doctoral students, except those on the job market, are required to attend, serve as leaders for, and be active participants in the Advanced Topics seminars.

The course numbers associated with these seminars are

- 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

Other Colloquia Series

Announcements about other departments' seminars or colloquia will be posted on the department bulletin board in the coffee room.

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 faculty 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 Awards

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

We are pleased to be able offer the George James Term Fund for the Wharton Doctoral Program to assist Wharton Ph.D. students for travel and research. The Wharton Doctoral Programs distributes individual travel awards to defray the cost of *qualified* travel expenses for graduate students *presenting their research at academic* *conferences and meetings.*

**First Year students are not eligible for Doctoral Office Travel funding.*
**Students may not submit more than one Travel Award request per year. (July 1 - June 30)*

Grants will be awarded with amounts up to a MAXIMUM of $500 for Domestic or $750 International travel per trip. Preference is given to students who have not received prior travel awards.

George James Travel Award Application Requirements:

1) Application for Wharton Doctoral Office Travel funding. (Students should submit a brief proposal prior to the term in which they are planning to travel.)
2) An email will be sent to the faculty person from whom you are requesting your travel award recommendation. An application will not be considered complete without the faculty recommendation.
Deadlines (Deadline dates are firm):

Conference Travel	Apply By	Decisions Made
July 1 – October 31	June 15	June 22
November 1 – February 29	October 15	October 22
March 1 – June 30	February 15	February 22

Applications received after the deadline date will not be reviewed. Students will be notified no earlier than the decision dates listed above. If you are awarded a travel award, please submit receipts for reimbursement **after** you return from your conference.

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 by the PhD faculty coordinator. 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 Market Resources

Students who will be applying for University positions when they graduate should seek job market advice from the faculty PhD coordinator, their dissertation advisors, or fellow students who have recently been on the Job Market.

Helpful resources be found on the Penn Career Services department webpage "Career Services for Doctoral Students & Postdocs: http://www.vpul.upenn.edu/careerservices/gradstud/index.php. In addition, the Wharton Doctoral Program office posts job opportunities on their website https://doctoral-inside.wharton.upenn.edu/ (see Job Opportunities tab).

Many institutions post faculty positions on their websites and require the submission of application materials on-line. With the exception of the faculty letters of recommendation, students can upload all required materials. As they are considered confidential, most institutions provide a means for you to ask faculty to upload their letters of recommendation to the application website directly.

A note about faculty letters of recommendation for online applications: If you are asking faculty members to submit letters of recommendation you should remind them that they should first 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. (It also looks clearer using the print to .pdf approach). 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 creating electronic letterhead.

Job Application Packet Mailings

Besides applying on line to schools that have posted faculty positions, students have traditionally asked their faculty advisors to send a "job packet" to their colleagues at other schools to encourage them to interview them at AMA. These are almost always send out via email. (If you need a paper packet mailed see the Appendix of this manual) Because sending out hundreds of emails is a lot to ask of a faculty member, the ***faculty advisors*** will get some clerical assistance from the administrative staff through the use of a special Bulk E-mail Merge program.

As each email is *from the faculty advisor*, the faculty member should review the materials you give them to include in the attachment packet. You don't want to embarrass your advisor by asking them to attach poorly formatted or written materials to their message, so be sure you use appropriate letterhead and thoroughly proof read your materials. A common error is consistency. For instance, you may have changed the title of a paper, but forget to change it in your CV or in a cover letter.

A typical "job packet" consists of the following information:

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

Students sometimes include other items in their job packets, such as:

- a cover letter
- a diversity statement
- a research statement

If you plan to ask your faculty advisor to email recommendations/job packets to their colleagues about you, information has been provided in this manual to assist you. To ensure that your materials look professional and arrive on time, please adhere to the following procedures and deadlines:

The Bulk E-mail Merge program developed by the department 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. When administrative staff run the program, it essentially prohibits them from sending/receiving email while the program runs. A staff member can only run one Bulk email merge at a time.

A least a month prior to when the packet should be mailed

- Let the PhD administrative coordinator know that you plan to ask your faculty advisor to do an e-mail mass mailing so that he/she can plan their time accordingly. Identify which faculty member will be sending out the e-mails on your behalf.
- Provide the administrative coordinator 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 a week prior to when the packet should be e-mailed, the administrative coordinator 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**.
    - Some faculty would prefer not to have their letters customized with the date the letter is sent and the address of the recipient. In that instance, the faculty member could email the administrative coordinator a clear .pdf document instead. This letter should be created electronically (save as .pdf) and not scanned, since the quality of scanned documents is usually inferior and particularly noticeable when part of a packet where all the other documents are clear.
- 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. (Sometimes students provide the list of attachment to their faculty advisor to assist them in composing the email body message). 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 job packet eamil 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 one week 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", "Number", "First" and "Last" fields blank if you want, 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.

OPTIONAL COLUMNS REQUIRED COLUMNS

School	Number	First	Last	Address	Salutation	Email
Harvard	23	John	Jones	Professor Tom Jones 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
Oregon	25	Marketing Search Committee		Charles H. Lundquist College of Business University of Oregon 1208 University of Oregon Eugene, OR 97403	Colleagues	LCBjobs@uoregon.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 email 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. 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 one email for you; there is no need to involve staff with sending out a "bulk" e-mail for one application in September for example. Your advisor will have copies of all of your recommendation letters from other faculty, and your papers and CV in their possession - so that they can easily send out one or two email packets on their own if need be since they have all the materials.

If you need for a special "bulk" e-mail to a separate group of schools that require a unique subset of attachments, or need to be sent earlier than the other packets, 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.**

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, toward the end of the spring semester, the Doctoral Program Office will ask every student will complete a **Student Progress Report** online, and upload a copy of their CV and provide**.** 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: https://doctoral-inside.wharton.upenn.edu/forms/. The documents listed below are all hyperlinked on the Doctoral Program office website. Please go to the Doctoral Forms Library page to download the form you need.

For All Students

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

Dissertation Stage

- Appointment of Dissertation Committee*
- Request for External Non-Penn faculty for Committee Member *
- Change of Dissertation Committee – to be created for both the Proposal Defense and Final Defense
- Defense Announcement Sample
- Proposal Defense Notification
- Proposal Defense Certification
- Example Title Page
- Final Defense Notification
- Final Defense Certification (PDF)
- Final Defense Certification (Word)
- Dissertation Manual
- Dissertation Resources
- Degree Checklist

Master's Degree Requirements (AM/MS)

- Master's Research Paper Certification
- Plan Program of Study

*All forms with an asterisk must be submitted to Gidget Murray in 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
  - Marketing Department Doctoral Student/Procter Time Sheet
  - Independent Study Course with Section Numbering Convention

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

Advanced Topics and Research Seminars

All Marketing doctoral students, except those on the job market, are required to attend, serve as leaders for, and be active participants in the Advanced Topics and Research seminars. This exposes students to a wide variety of current research and advanced topics in Marketing.

The course numbers associated with these seminars are

- 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
- MKTG 973 - Research Seminars in Marketing - Part A (0.5 cu) will meet Thursdays in the Fall semester
- MKTG 974 - Research Seminars in Marketing - Part B (0.5 cu) will meet Thursdays in the Spring semester

Students entering the program in fall 2015 will be required to take each of these courses for grade/credit at some point during their first or second year in the program. (They must register for them as a Course in Penn in Touch). 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.

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.

DEGREE REQUIREMENTS FOR MARKETING

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.

Pre-Candidacy Phase
- Before admission to candidacy, the student is required to complete the required 17 cu's of graduate level courses as described in detail in the **Coursework** section below. (This was 16 cu's for students entering before Fall 2015)
- 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 requirements for the **Joint Doctoral Degree in Marketing and Psychology** are listed in the Appendices.

The **Doctoral Program in Marketing** is based on the completion of the dissertation as well as a minimum of seventeen graduate level courses in the following categories: Major Field, Basic, Related Field and Elective. Of the seventeen courses, a maximum of four can consist of transfer courses for graduate work at other universities. In addition, only two of the seventeen courses can be independent study courses.

- MAJOR FIELD COURSE (7 cu) – The Marketing Department requires that the students take seven credit units (cu) of Ph.D. seminars in the department as follows
  - Four credit units must be met by taking the following seminars:
    - MKTG 940 and 941 (1.0 cu total)
    - MKTG 942 and 943 (1.0 cu total)
    - MKTG 971 and 972 (1.0 cu total)
    - MKTG 973 and 974 (1.0 cu total)

- Students meet the remaining three credit unit major field requirement by completing either the **Quantitative Tract** or **the Consumer Behavior Tract**, according to their research interests.

  Consumer Behavior Tract: 3 cu's as follow:
  - MKTG 950 (0.5 cu) **AND** MKTG 951 (0.5 cu)
  - MKTG 952 (0.5 cu) **AND** MKTG 953 (0.5 cu)
  - MKTG 954 (0.5 cu)
  - MKTG 956 (0.5 cu)

  Quantitative Tract: 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)
  - MKTG 952 (0.5 cu)

  If a required Marketing Seminar is not offered, students may submit a request in writing to the Marketing Department's Doctoral Committee for a course substitution. Course Descriptions and schedules can be found on the Marketing Department website:
  - ✦ https://marketing.wharton.upenn.edu/phd-program-information/phd-course-descriptions/
  - ✦ https://marketing.wharton.upenn.edu/phd-program-in-marketing/phd-course-schedules/

  Students wishing to take any of these "MKTG" courses need permission from the instructor before they can register for them. (Please visit the Program Advising and Registration page on the *department website https://marketing.wharton.upenn.edu/phd-program-advising-registration/ 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.*

- BASIC COURSE (3 or 4 cu) - Students need to complete three or four credit units of a statistics and economics course sequence.

  - **Statistics:** The specific courses permitted to satisfy the statistics basic course requirements are determined by the Wharton Doctoral Program Office
    1. STATISTICS 500 and 501 (or PSYCHOLOGY 611 and 612)
    2. STATISTICS 520 and 521
    3. STATISTICS 510 and 520
    4. STATISTICS 550 and 551
    5. ECONOMICS 705 and 706
    6. SOCIOLOGY 536 and STATISTICS 501
    7. STATISTICS 503 may be taken first and paired with one of the following courses: STAT 500, 501, 510, 512, 520, 521, 550 or 551

  *Non-statistics Wharton PhD students may take STAT 541 and STAT 542 as an elective only after fulfilling one of the required course combinations listed above. In addition, students who would like to take STAT 541 are required to ask for an interview with the instructor and receive his/her permission. Please consult the Wharton Doctoral Programs Policies and Procedures for any updates to this list.

  - **Economics**: The economics requirement can be met by taking one of the following three sequences:
    - ECON 701 and ECON 703 (Microeconomic Theory I & II) **OR**
    - ECON 681 (Microeconomic Theory) and ECON 682 (Game Theory and Applications) **OR**
    - BEPP 950 (Managerial Economics)

- COURSE IN A RELATED FIELD (2 or 3 cu) – Students must complete two to three credit units in related fields. A partial list of possible related fields includes: Communications Research, Decision Processes, Econometrics, Economics, Information Systems, Operations Research, Psychology, Sociology, and Statistics.

- ELECTIVES (4 or 5 cu) - Graduate level courses

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 webpage: https://marketing.wharton.upenn.edu/phd-program-advising-registration/.

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: https://doctoral-inside.wharton.upenn.edu/transfer-credit/

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 *more than four course units* only with permission of the Vice Dean of the Doctoral Programs. Students wishing to take more than four course units should consult with the faculty PhD Coordinator.

Registration for three or more course units in a semester is considered full-time student status. Registration for .5 to 2.5 course units is considered half-time status. Degree candidates are considered to be full-time enrolled students.

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 teaching fellow registered for three course units may register as auditor for one additional course with permission of the graduate group chair.

Wharton PhD Students are permitted to AUDIT one course only per term, and need the approval of the Vice Dean of the Doctoral Programs office if they are already taking the maximum four course unit load and want to audit a class on top of that.

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 (except MKTG 971-974) 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 choice of sequence and interests.

<table>
<tr><th colspan="2">Years 1 and 2 - SAMPLE SCHEDULE</th></tr>
<tr><td>Coursework
Examination
Research Papers
Research Activities
Completion of Other Requirements by Field</td><td>YEAR 1 - Quantitative Track
Fall: MKTG 942; MKTG943; MKTG 950; MKTG 973; ECON 681; STAT 550
Spring: MKTG 940; MKTG 941; MKTG 952; MKTG 954; MKTG 955; MKTG 956; MKTG957; STAT 551
Summer: Marketing Preliminary Exam, First Year research paper
YEAR 2 - Quantitative Track
Fall: MKTG 971; Electives; Research Paper
Spring: MKTG 972; MKTG 974; ECON 682; Electives; Research
Summer: Second Year Research Paper
YEAR 1 - Consumer Behavior Track
Fall: MKTG 942; MKTG943; MKTG 950; MKTG 951; MKTG 971; STAT 550
Spring: MKTG 940; MKTG 941; MKTG 952; MKTG 953; MKTG 954; MKTG 956; STAT 551
Summer: Marketing Preliminary Exam, First Year research paper
YEAR 2 - Consumer Behavior Track
Fall: MKTG 973; BEPP 950; Electives, Research Paper
Spring: MKTG 972; MKTG 974; Electives; Research
Summer: Second Year Research Paper</td></tr>
<tr><th colspan="2">Year 3</th></tr>
<tr><td>Directed Reading & Research
Admission to Candidacy
Formulation of Research Topic</td><td>Dissertation proposal defense
MKTG 995</td></tr>
<tr><th colspan="2">Year 4</th></tr>
<tr><td>Continued Research
Oral Examination
Dissertation</td><td>Final dissertation defense
MKTG 995</td></tr>
</table>

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 a full load of classes for credit. (Students may be able to take one course unit per semester when on Dissertation status and should check with the Wharton Doctoral Program Office). 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. Students should not ask for a dissertation section to be set up until approval is obtained. Since the same course registration deadline applies to MKTG 995 as it does for other courses (about two weeks after the semester starts) **students should get approval to go on dissertation status, by the end of the semester before they plan to enroll in MKTG 995.**

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. Students should familiarize themselves with this section. This manual can be accessed through the link at: https://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 Appointment of Dissertation Committee form. 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 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.

20xx-20xx ANNUAL REVIEW

Student Name: **Department:**

Year in program beginning Fall 20xx: **Doctoral Coordinator Name:**

(Feedback provided by Faculty Doctoral Coordinator)

Areas for Student Development:

Goals for Next Academic Year:

Any additional comments, questions or feedback for student:

Please feel free to upload any related documents or to upload the Annual Review:

STUDENT PROGRESS REPORT

(Questions asked of students)

Additional Coursework - List any courses in the past year that you have audited, attended at another institution, or would not otherwise appear on your transcript

Requirements - Please select the requirements you have completed over the last year.

(Choose from menu such as: First-Year Paper, Second-Year Paper, Passed Preliminary/Qualifying Exam, or Dissertation Proposal Defense)

Department-Specific Requirements (if applicable)

Will you be graduating within the next academic year?

In which year do you expect to be on the job market?

Please list your job placement, if known at this time

Please provide the titles, publication and co-author information for papers or works published, accepted (including forthcoming), under review, under revision and/or resubmitted, in progress and unpublished working papers

Please upload the most recent copies of working papers and publications

Describe new research in progress that is not yet in paper form. You may include co-authors, planned research, data collection already in progress, etc.

Please use this space for feedback or questions for your PhD Coordinator regarding research

List presentations to external (outside of Wharton) audiences (please indicate when, where and audience).

List presentations to internal (Wharton) audiences (please indicate when, where and audience)

List any conference, colloquiums, or other research-related or teaching-related events that you have attended (internal or external) in the last year

Provide information on any awards or other recognition you have received since last year\'s report. List awards, honors, fellowships, and other relevant recognition.

Please provide information on TA/RA involvement from the last year including course name, approximate hours per week spent on each course, and any other teaching-related responsibilities, etc.

Please use this space for feedback or questions for your PhD Coordinator regarding TA/RA. You may also use this space to describe teaching accomplishment since last year.

You may upload any teaching evaluations you have received from courses for your PhD Coordinator to review.

Leadership and Service - Please list any leadership or service positions inside/outside of the University: committees or boards, student groups, centers or program, mentorship or any other leadership or administrative position.

Please list your goals for the next academic year.

Please use this space for any questions or areas of concern or clarification you would like your PhD Coordinator to review

Please list your program advisor(s) if other than your Doctoral Coordinator

Please list dissertation advisor(s) and committee members (if applicable)

Please upload your current CV

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: ____

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** __________ __________
DEPT **Course Number** **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 (Karen Ressler) 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

INDEPENDENT STUDY COURSE SECTION NUMBERS

All Marketing Department courses follow this format when sections are created. The Course number for Independent Study Courses for the Doctoral Program is 999. The section number is assigned based on who is overseeing the course. Choose from the section numbers listed in the table below.

M K T G - 9 9 9 - __ __ __

Department — Course Number — Section Number

If you want to pursue an Independent Study with **an instructor from another academic department**, you need to submit a form to that department so they can set up the course for you. It will assigned that department's course code and course number. The Marketing Department Course Coordinator does not have system access to set up a course in another department.

Section Number assignment (last 3 digits of course number)
Alphabetically by Instructor

Visitors	003
Visitors	007
Armstrong	002
Bell	017
Berger	042
Berman	076
Bradlow	018
Day	022
Eliashberg	004
Fader	005
Hutchinson	006
Iyengar	066
Kahn	010
Mellers	070
Meyer	013

Nave	079
Niedermeier	059
Nevo	080
Platt	077
Raju	025
Reed	033
Reibstein	016
Robertson	078
Schrift	074
Small	009
Van den Bulte	008
Williams	034
Wind	021
Yildirim	075
Zhang	031

NOTE: Visiting Professors will be assigned either 003 or 007. If the name of the instructor (with a Marketing Dept. appointment) is not on the list please check with the Marketing Department Course Coordinator.

Marketing Department
Doctoral Student/ Proctor Grader
Time Sheet

Name: ____

Penn ID: ____

Name of Professor/Supervisor: __________________________________

Course # MKTG-____

Department Policy:

Graders are permitted for course sections which have over 40 students. Your time should not exceed two hours of grading per enrolled student per semester. Hours worked by student graders may be turned in only twice during the semester, once after the mid-term examination and once after the final examination. If you are grading projects, then you will be required to submit your hours after all projects are completed. The form requires the faculty member for whom you are working to document the number of students enrolled in each class; the Department will not pay you without the signature of the faculty member.

Payment Requested:

NUMBER ENROLLED in section ________ x _______ HOURS PER STUDENT

(not to exceed two hours/semester per student)

Grader's Signature: ____

Signature of Professor/Supervisor: _______________________________

Date: ____

Student graders may submit time sheets only twice per semester, after mid-term and final exams are completed.

Reminder: Faculty need to provide you with an "Offer letter" stating terms of your responsibilities. (See page two for a sample letter.) The offer letter and this time sheet should be turned in to your Financial Coordinator

MARKETING DEPARTMENT

Sample Body of Offer Letter for Graders

(Print the following on your letterhead addressed to the student,
or include it in an e-mail to him/her.)

Dear ____________ (student name):

This is to confirm that you have been hired as a grader in the Marketing Department at the Wharton School. Your effective start date is ____________ and your rate is $15/hour up to 2 hours per enrolled student in Professor __________'s MKTG ______-______ class.

Graders are ineligible to receive any Penn benefits.

If you have any questions about your work assignment, please do not hesitate to contact me.

Sincerely,

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	June 17, 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	Marketing Search Committee Charles H. Lundquist College of Business University of Oregon 1208 University of Oregon Eugene, OR 97403
Dear Andrew,	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.

JOINT DOCTORAL DEGREE IN MARKETING AND PSYCHOLOGY

The Joint Doctoral Degree in Marketing and Psychology is offered to students engaging in study between the two departments. This program adds to the interdisciplinary nature of education at Penn and provides students a unique opportunity to get rigorous training in both disciplines along with a competitive advantage on the job market. For Marketing students, the joint degree will offer systematic exposure to the basic discipline. For Psychology students, the joint degree will offer training in consumer behavior research.

The requirements for the program are as follows:

1. Apply and be accepted to a primary "home" department

2. Apply to the secondary program (i.e. the program not providing financial support). For student's applying to the Wharton School as their secondary program, students should email the Associate Director their vita, a letter or application, their transcripts, the "Plan for Individualized Joint or Dual Degree" form, and a letter of support from the program director.

Note: Once students have discussed the program with the program director, they should proceed in completing the "Plan for Individualized Joint or Dual Degree" and obtain signatures. Once the form is completed and signed at the Wharton School, return the form to the Psychology Department for signature and request for the form to be returned to SAS Graduate Division for processing.

3. A student who wishes to pursue the joint degree will have more requirements than a student in either department, but greater flexibility in the timing of courses and exams to manage those requirements.

   Requirements include:

   - **4 CUs of Marketing Courses**
     - MKTG 940/941 (1 CU) – Measurement and Data Analysis in Marketing
     - MKTG 942/943 (1 CU) – Research Methods in Marketing
     - MKTG 950 (.5 CU) – Judgment and Decision Making Perspectives on Consumer Behavior – Part A
     - MKTG 952 (.5 CU) – Information Processing Perspectives on Consumer Behavior – Part A
     - MKTG 954 (.5 CU) – Economic/OR Models of Marketing – Part A
     - MKTG 956 (.5 CU) – Empirical Models in Marketing – Part A
   - **3 CUs of Supervised Research** (PSYC 699) - taken in 2 consecutive semesters (1 CU in one semester and 2 in the other)
   - **3 CUs of Psychology Proseminars** from Mind, Brain, and Individual/Groups areas
   - **2 CUs of Statistics**, including PSYC 611 (cross-listed with STAT 500)
   - **1 Economics Course Sequence** - 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

- **Marketing Qualifying Exam** done in the year when most marketing courses are taken - typically Year 1 or Year 2
- **PSYC 699 Research Paper** – to be completed during the period that a student takes 3 PSYC 699s.
- **Psychology Qualifying Exam** consisting of two research papers and an oral defense
- **2 Research Papers for Marketing***
- **Teaching assistant responsibilities** in accordance with departmental expectations
- **Dissertation** with at least one committee member from each department and Advisor from Home Department

4. Joint Degree students approaching dissertation status, should be sure to review all dissertation formatting policies between both programs and have both departments sign their title page, Form 152, and Form 153 prior to their dissertation deposit.

***Note:** The two Marketing research papers can also be used to fulfill the PSYC 699 and 1 of the Psychology Qualifying exam papers.

Degree and dissertation policies and procedures can be found on the Doctoral Inside website. Any questions can be sent to Gidget M. Murray at gmurray@wharton.upenn.edu or 215-898-2619).