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Note: The modules offered and their timing are conditional upon the availability of faculty and may be subject to change.

Marketing PhD pathway: Course outline

The Marketing PhD pathway at Cambridge Judge Business School is taken over a period of four to five years. It includes a foundation year when you will be registered as a masters student - either on the **MPhil in Strategy, Marketing & Operations** (SMO) programme or on **the Master of Research** in Management Studies (MRes) programme - followed by four years as a PhD student.

The programme is specifically designed to prepare you for a successful academic career in the marketing department of a top business school. The PhD programme comprises a coursework component and a research component.

Coursework

The assessed coursework component comprises a suite of core discipline, foundational, and methodological modules. It will be completed during your masters degree and the PhD first year. It will also be complemented by research seminars that introduce you to exciting current streams of research in Marketing.

The academic discipline of Marketing is divided into three broad areas or sub-fields: marketing strategy, marketing modelling and consumer behaviour. Through their coursework, students should become adequately acquainted with research in each of these sub-fields and develop special expertise in the sub-field that is most relevant to their research interests.

Research in the **marketing strategy** sub-field considers a firm's interactions with its customers (and external stakeholders more generally) from the perspective of the firm's managers. Through the quantitative analysis of empirical data, researchers in this sub-field address questions that link a firm's performance with its actions and those of its managers vis-à-vis external stakeholders.

The **marketing modelling** sub-field involves economically analysing the interactions between firms and consumers. Researchers in this field use analytical modelling with a game theory approach, the econometric analysis of empirical data and experimental economics methods to address their research questions.

Research into the **consumer behaviour** sub-field considers the psychology of how consumers think, feel and reason as well as choose between different marketplace alternatives. Here, researchers draw heavily upon the theories and methodologies of experimental psychology and experimental social psychology in particular.

You are expected to take courses that are directly related to your sub-field as well as courses in other marketing sub-fields or cognate disciplines. For example, marketing strategy students are likely to take courses in strategy, while marketing modelling students are likely to take courses in economics and operations and consumer behaviour students are likely to take courses in psychology and organisational behaviour.

Students who begin with the MPhil in SMO are expected to come up with provisional plans for their sub-field and coursework at the start of their foundation year, upon discussion with the CJBS Marketing faculty.

Students who begin with the MRes will have their sub-field determined during the MRes admissions process. They will also be informed about their required coursework at the point of MRes admission.

Students who begin with the MPhil in SMO typically take 12 assessed modules across their foundation year and the first year of their PhD (including the individual research project during their MPhil year). Students who begin with the MRes typically take fewer assessed modules across these two years; the amount of coursework to be taken will depend on the student's prior training and intended PhD research.

Major coursework often comprises the following:

CORE DISCIPLINE MODULES

- Marketing Strategy
- Quantitative Marketing Models (biennial)
- Consumer Behaviour (biennial)

FOUNDATIONAL MODULES

- Fundamentals of Competitive Markets
- Seminar in Strategy Content (biennial) (marketing strategy sub-field)
- Game Theory & Information Economics (biennial) (marketing modelling sub-field)
- Organisational Behaviour (biennial) (consumer behaviour sub-field)

METHODOLOGICAL MODULES

- Econometrics I
- Econometrics II
- Organisational Research Methods Part I (biennial)
- Organisational Research Methods Part II (biennial)
- Further Econometrics Time Series (marketing strategy and marketing modelling sub-fields)

Your individual coursework requirement may deviate from the above list as we consider your prior training and developing research programme when designing your coursework programme. Your coursework modules can also be supplemented by other research courses offered by CJBS or other university departments.

The trademark of an academic career is continuous, lifelong learning. During your PhD we will therefore expect you to expand your field knowledge and methodological skill set further by participating in relevant courses offered by CJBS or cognate departments at Cambridge and by attending appropriate courses or workshops in other business schools.

Research component

The research component will build on your coursework and will normally consist of a number of supervised research projects that are typically connected by a common theme and are carried out in collaboration with faculty members. These projects will result in papers for publication in academic journals and constitute the core of your PhD thesis.

Foundation year: research masters degree

During the foundation year, you are registered for a masters programme, either the MPhil in Strategy, Marketing & Operations (SMO) or the Master of Research in Management Studies (MRes).

If you are registered as an MPhil student you may take:

- nine coursework modules, or
- eight coursework modules and an individual research project

If you are registered for the MRes, you will take five PhD coursework modules during the MRes year and write a masters dissertation. The coursework modules will be selected with the aim of supplementing your background training to prepare you for your intended PhD research, and can differ on a case-by-case basis.

You will take the remaining coursework modules for the Marketing Pathway during your first PhD year.

Preparatory Mathematics & Statistics (September)

The MPhil in SMO and MRes programmes offer a pre-term online mathematics refresher course. Its aim is to review the mathematical and statistical methods required for the modelling and econometrics modules. Students with strong and appropriate prior training may apply for exemption from this preparatory course. Otherwise, the course is mandatory.

Individual research project

If you are registered for the MPhil in your foundation year, you may undertake a supervised individual research project (IRP). This project will provide first-hand research experience and will prepare you for the individual research activity during the first year of the PhD. You are encouraged to propose a theme for your IRP. Alternatively, you can contact faculty and discuss possible IRP themes with them. If you intend to do an IRP, you will agree its theme with the MPhil director and a supervising faculty member at the beginning of the Lent Term. The IRP is equivalent in weighting and workload to one module and may be included as part of the first year Report at the end of the first year of the PhD (see below).

Masters dissertation (MRes only)

MRes students write an MRes dissertation, supervised by a faculty member, which counts for 50 per cent of the overall mark for the MRes degree.

PhD continuation requirements

We strongly encourage MPhil students to apply for continuation to our PhD programme. Availability of specific PhD Principal Supervisors will vary from year to year because each typically works with a maximum of two PhD students at any given time. The PhD programme aims to admit between six and 10 students (PhD and MRes) per year, depending on the strength of applications, among other factors.

If you wish to apply for continuation to the PhD at CJBS, you will need to develop an initial research proposal during the first term of your MPhil year, talk to faculty about the fit of your research interests and then apply for admission to the PhD in January. Faculty will assist with the development of this proposal. Applications are assessed by the PhD Admissions committee in January on the basis of:

- quality of the research proposal & strength of references
- module performance during the first term
- performance in the admissions interview
- fit between the proposed research and the research expertise in the subject group, resulting in a recommended supervision arrangement from PhD pathway faculty
- ranking compared to other applicants, which includes prior academic performance

An admissions offer would be conditional on your overall performance in the MPhil or parts thereof. The usual condition is a mark of 70 per cent overall [and 70 per cent in any dissertation or project].

Due to the competitive nature of our programme, an offer of admission to the PhD is not guaranteed and we also encourage and support MPhil students in making applications to other leading PhD programmes.

If you are an MRes student you will proceed to PhD registration without a further application process, if you achieve a mark of 70 per cent in your dissertation and 70 overall average in your MRes year.

Summer (July–September)

As a continuing student you will be strongly advised to discuss with your faculty supervisor how to continue your research over the summer prior to the start of your first PhD year. This ensures that you don't lose valuable time that could be put towards completing your PhD. Students may continue the work that they have begun on their individual research project or masters dissertation. We prefer students to remain in Cambridge over this period if possible. If this is not practicable (e.g. for visa reasons), students can be supervised remotely via Skype and email.

First year of the PhD

The first year of the PhD is probationary and consists of two assessed components:

Coursework

In your first year, you are required to complete the coursework requirements for the Marketing pathway that were communicated to you in your PhD continuation acceptance letter. This coursework can consist of courses in marketing sub-fields that are different from the one you specialise in, or cognate disciplines that are related to your research interests, such as modules in economics, psychology, operations, organisational behaviour, or strategy.

First year report

In this year, you will need to develop a convincing research proposal and execution plan for the PhD. A senior faculty member (your principal supervisor) will work with you on the development of your PhD research programme during the year and you may work with your principal supervisor or another faculty member on a specific research project, possibly but not necessarily as a continuation of any individual research (IRP or dissertation) you may have done during the masters year.

You will work with your faculty supervisor to produce a research report. The first year report can take one of three forms:

- A draft scientific paper addressing a specific research question, which can form the basis for a first PhD paper.
- An extended research proposal on the broader theme that you wish to address with your PhD research, including a thorough literature review, and a clear plan for the execution of a first research paper during the second PhD year.
- An in-depth case study on a phenomenon that you wish to address with your PhD research, based on placement in a company during the summer between the masters and the first PhD year.

The report must demonstrate your ability to formulate sharp research questions, summarise relevant academic debates, critically assess the extant literature, and choose appropriate research methods. You may (but do not have to) incorporate parts of your MPhil work into the first year report, such as module essays, individual research project, dissertation or a summer project (where applicable).

Second year continuation requirements

To proceed to the second year of the PhD you must gain a mark of 70 per cent for your first year report and pass all required courses (60 per cent pass mark).

While we will continue to monitor your progress closely after the first year of your PhD, there will not be any more formal continuation assessment until the final PhD assessment.

Second year of the PhD

During the second year, you will focus on developing your first formal research paper. To do so, you may join a project proposed by a faculty member – and then develop it on your own – or work closely with a faculty member to define a new project to work on jointly. This usually results in a co-authored paper. You will get useful feedback by regularly presenting your work to the Marketing subject group.

Third year of the PhD

During your third year you will focus on further developing your first paper and begin working on your second formal research paper. You may continue to work with your faculty co-author or another co-author or choose to work on your second paper independently. You can expect your advisors to play a significant role in helping to shape the idea for this paper, but you will be expected to take the lead in executing it. You will be expected to submit either or both of your first and second papers for presentation at a top marketing conference within this year.

We encourage you to spend part of your third or fourth year as a visitor at the Marketing department of another top university, typically in the USA, to build closer ties with potential collaborators and the global marketing community.

Fourth year of the PhD

The fourth year is your job market year. You should have at least one paper that is ready for submission to a major journal. You will be expected to present your paper or papers at top American and European job market conferences and continue to revise and polish them. You will normally be expected to attend the major US/international job market in the summer following the end of the fourth year. You will also submit your PhD thesis during your fourth year.

Optional further year of study (postdoc)

Good research requires you to take risks, to explore avenues and tackle issues that are new and original. Research may therefore not unfold as planned and your work may require substantial revision. In fact, many of the most influential research projects ended up taking considerably longer than anticipated. We encourage students to be aspirational and take risks – and we work with them to manage these risks.

To accommodate early "wrong turns" and unforeseen delays, we sometimes recommend that a student delays entering the job market by a year and spend an additional year at CJBS (and possibly another

university) to work on paper revisions with faculty and strengthen their portfolio of research paper before applying for a junior faculty position. An optional further year at CJBS would be typically funded by:

- a CJBS post-doctoral grant (two grants available by competition each year)
- paid teaching opportunities, which further strengthen a student's job market prospects.