

From: [Kowalsky, Lisa](#)
To: [Reed, Katie](#)
Cc: [Chandrasekaran, Aravind](#); [Miriti, Maria](#)
Subject: Forwarding Informational Item: Fisher College of Business
Date: Friday, June 7, 2024 9:22:46 AM
Attachments: [Strategy IB PhD program curriculum proposal Jun 6 2024.pdf](#)
[image001.png](#)

Dear Katie,

Please find attached an Informational Item from Fisher College of Business. Please let me know if any questions or concerns arise.

Best,

Lisa



Lisa Clouser (Kowalsky)

The Ohio State University

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Pronouns: she/her/hers



To: Randy Smith, Vice Provost for Academic Programs
From: Aravind Chandrasekaran, Associate Dean for Graduate Programs, Fisher College of Business
RE: Proposed changes to the PhD program in Strategy and International Business
Date: June 6, 2024

We are proposing changes to the curriculum in our doctoral program in Strategy and International Business that are aimed at enhancing the student experience and students' job prospects. This proposal has been approved by the faculty at the MHRM department and endorsed by the Chair of the Department as well as the Dean of the Fisher College of Business.

These changes are highly time-sensitive because they are intended to be implemented during the upcoming Fall 2024 semester. These changes affect less than 10% of the program's curriculum, so we request that this proposal be handled as an "informational item" that does not require CAA review. Specifically, we propose to convert two of our half-semester 1.5-credit courses into full-semester 3-credit courses, which will thereby reduce the required number of elective credits by 3. The overall number of credit hours required for graduation will not change at all.

Existing curriculum

Table 1 below summarizes the current courses/credits taken by doctoral students in the program:

Table 1: Current Curriculum

Requirement Name	Requirement Description	Course Subject	No.	Course Name	Credit Hours
Core courses in the department	Take all the courses listed plus an additional 1.5 seminar in OB/HR	BUSMHR	8001	Seminar: Seminar in International Business	1.5
		BUSMHR	8203	Seminar: Seminar in Organizational Theory	1.5
		BUSMHR	8502.01	Advanced Seminar: Competitive Strategy	1.5
		BUSMHR	8401	Seminar in Strategic Management	1.5
		BUSMHR	8402	Adv Seminar in Strategy 2	1.5
		BUSMHR	8781	Seminar: Seminar in Macro Methods	1.5
		BUSMHR	8002	Adv Seminar in International Business 2	1.5
		BUSMHR		OB/HR seminar of student's choice	1.5
Microeconomics courses	At least 4 credits	ECON	6711	Survey Microeconomics	4
Statistics/econometrics courses	At least 12 credits	ECON	5410	Econometrics 1	3
		ECON	5420	Econometrics 2	3
				Additional 6 credits of approved statistics courses	6
Personalized study plan				Independent study with professors	12
				Elective courses based on study plan	20
Dissertation credits				Dissertation credits	20
	Total credits				80

Proposed new curriculum.

We are proposing the following changes:

1. Convert the “Seminar in Strategic Management” course (BUSMHR 8401) from half-semester 1.5-credit format to full-semester 3-credit format and change its name to “Seminar in Corporate Strategy” (with proposed course number BUSMHR 8020).
2. Convert the “Advanced Seminar: Competitive Strategy” course (BUSMHR 8502.01) from half-semester 1.5-credit format to full-semester 3-credit format and change its name to “Seminar in Competitive Strategy” (with proposed course number BUSMHR 8010).

Table 2 summarizes the proposed changes to the Strategy and International Business PhD Program, with the changes highlighted in yellow:

Table 2: Proposed Curriculum

Requirement Name	Requirement Description	Course Subject	No. or Prop. No.	Course Name	Credit Hours
Core courses in the department	Take all the courses listed plus one 1.5 seminar in OB/HR	BUSMHR	8001	Seminar: Seminar in International Business	1.5
		BUSMHR	8203	Seminar: Seminar in Organizational Theory	1.5
		BUSMHR	8010	Seminar in Competitive Strategy	3
		BUSMHR	8020	Seminar in Corporate Strategy	3
		BUSMHR	8402	Adv Seminar in Strategy 2	1.5
		BUSMHR	8781	Seminar: Seminar in Macro Methods	1.5
		BUSMHR	8002	Adv Seminar in International Business 2	1.5
		BUSMHR		OB/HR seminar of student's choosing	1.5
Microeconomics course	At least 4 credits	ECON	6711	Survey Microeconomics	4
Statistics/econometrics courses	At least 12 credits	ECON	5410	Econometrics 1	3
		ECON	5420	Econometrics 2	3
				Additional 6 credits of approved statistics courses	6
Personalized study plan		BUSMHR		Independent study with professors	12
				Elective courses based on study plan	17
Dissertation credits				Dissertation credits	20
	Total credits				80

Reasons for the changes

Over the last ten years, the fields of strategy and international business have evolved to much higher standards and publishing in the top-tier journals has become more difficult. In surveying competing PhD programs and discussions with faculty members at other schools and newly hired faculty, we realized that we have fallen behind. Our students are not getting the same depth of content from core seminars as those in the programs of peer institutions. In general, students in these other institutions take a substantially larger number of credits in their core seminars.

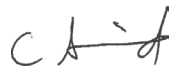
The impact of this curriculum weakness has shown up in several ways for our students. Several of our past and present students have either not passed or barely passed the comprehensive exam. Students have not been able to publish in the best journals while in the program. We have also faced

difficulties in placing them in research universities. This is the case even though our faculty in strategy and international business regularly publish in top journals and are well known and highly respected in the field.

We have spent the past academic year assessing the weaknesses in our program, and insufficient content in the curriculum was a particularly glaring problem. By instituting the proposed curriculum changes, we will move closer to the quality of comparable PhD programs at competing institutions.

Many thanks in advance for helping the Fisher College continuously innovate in their graduate education portfolio.

Sincerely,

A handwritten signature in black ink, appearing to read 'Aravind Chandrasekaran', written in a cursive style.

Aravind Chandrasekaran, PhD

Associate Dean for Graduate Programs and Executive Education
Fisher Distinguished Professor of Operations
Fisher College of Business
The Ohio State University