Application for 2019 Admission

Part B

To function properly, this application requires macros enabled (in the MS Office Trust Center). Always save this document as an MS Word 2016 Template file (\*.DOTM). This is a locked Microsoft Word document with macros. You should enter data only in the relevant fields provided.

In this section of the application, the left column of a table describes the information requested and the right column(s) contains a Microsoft Word text field where you enter information. You can navigate through fields using <tab>, <shift>+<tab>, <up-arrow>, <down-arrow> keys or a mouse cursor. For your convenience fields expand to provide you with more space. You may enter or modify data in any field as many times as necessary. For many fields, the status line at the bottom of the screen will describe the information requested. For some fields, you can obtain additional clarification by pressing the <F1> function key.

You must submit this application and your resume to the doctoral program Admission Committee as Microsoft Word documents attached to an email addressed to DPS.business@pace.edu.

Separately, sign and send the affirmation page (available on the program website) together with the application fee of $75.00, to the program by USPS or similar conveyor.

|  |  |
| --- | --- |
| **Description of Information Requested** | **Information Provided by Applicant** |

Personal Information

The information you provide in this section enables the doctoral program to combine this information with the information you submitted in Part A online.

|  |  |
| --- | --- |
| Prefix or title (e.g., Mr., Ms., Dr., Rev.) |  |
| First name or initial |  |
| Middle initial or name |  |
| Last name or family name |  |
| Suffix (e.g., Sr., Jr., III) preceded by a comma and a space |  |
| Social security number |  |
| Application date in mm/dd/yyyy format |  |
| Semester for which you seek admission | Autumn 2019 (Not valid for other semesters.) |

Supplemental Information

Information in this section will not be considered in evaluating your application. However, it will enable the doctoral program and the university to develop a summary demographic profile of all applicants.

|  |  |
| --- | --- |
| Maiden or other name(s) used for profession or transcripts |  |
| Place of Birth (city, state, country) |  |
| Ethnic origin |  |
| Current marital status |  |
| Gender |  |
| Are you a US Citizen? |  |
| Are you a permanent resident of the US? |  |
| Languages in which you are reasonably fluent |  |
| Describe any disabilities you have overcome in the pursuit of your career or education |  |
| How did you initially hear about our program? |  |
| If advertising, referral, or other, please specify name, publication, or source. |  |
| For how long had you been contemplating doctoral education in business before you learned about the DPS program? |  |
| What information, if any, was not available on the DPS web site, but would have helped decide whether or not to apply? |  |

Supplemental Information  
for International Applicants Only

Information in this section will not be considered in evaluating your application. However, it will enable the doctoral program and the university to develop a summary demographic profile of all applicants.

|  |  |
| --- | --- |
| Country of citizenship |  |
| Visa status, if any |  |
| Language(s) spoken at home |  |

Transcripts

In this section, list all post-secondary academic institutions you have attended (starting with most recent.) In addition, you must ask each institution to send an official transcript directly to the program. You can download a transcript request form from our website. If you have attended more than seven institutions, list additional non-degree institutions / vocational schools on a separate worksheet. (Refer to the application instructions for more information about transcripts.)

##### Most Recent Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

##### Prior Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

##### Second Prior Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

##### Third Prior Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

##### Fourth Prior Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

##### Fifth Prior Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

##### Sixth Prior Institution

|  |  |
| --- | --- |
| Institution |  |
| Location (city and state) |  |
| Date of first attendance (mm/yyyy format) |  |
| Date of graduation or last attendance (mm/yyyy format) |  |
| Degree earned (if no degree, number of credits completed) |  |
| Majors or concentrations studied |  |

Recommendations

In this section, list information about the four recommenders t have agreed to support your application by completing the recommendation form (including the assessment grid) available on our website. At least two recommenders should know you in a professional context. These should not be current subordinates. Preferably one should be your current supervisor and the other should be a senior person in your employer organization. If possible, one recommender should be a faculty member of a college you attended who has maintained a relationship with you during the past five years. Use your own judgment in selecting a fourth recommender, or in replacing a faculty member. If your current supervisor is new, one recommender should be a person who supervised your work for a significant period.

##### First Recommendation

|  |  |
| --- | --- |
| Prefix (e.g., Mr., Ms., Dr., Rev.) |  |
| First name or initial |  |
| Middle initial or name |  |
| Last name or family name |  |
| Suffix (e.g., Jr. or III) preceded by a comma and a space |  |
| Job Title |  |
| Organizational unit |  |
| Employer |  |
| Street address line 1 |  |
| Street address line 2 (if needed) |  |
| City |  |
| State (2-letter abbreviation) |  |
| Zip code (9 digits formatted as xxxxx-xxxx, if available) |  |
| Country |  |
| Telephone number (work) |  |
| Telephone number (home) |  |
| Email address |  |
| Years you have known this person |  |
| Relationship to you |  |
| Reason for selecting this person |  |

##### Second Recommendation

|  |  |
| --- | --- |
| Prefix (e.g., Mr., Ms., Dr., Rev.) |  |
| First name or initial |  |
| Middle initial or name |  |
| Last name or family name |  |
| Suffix (e.g., Jr. or II) preceded by a comma and a space |  |
| Job Title |  |
| Organizational unit |  |
| Employer |  |
| Street address line 1 |  |
| Street address line 2 (if needed) |  |
| City |  |
| State (2-letter abbreviation) |  |
| Zip code (all 9 digits formatted as xxxxx-xxxx, if available) |  |
| Country |  |
| Telephone number (work) |  |
| Telephone number (home) |  |
| Email address |  |
| Years you have known this person |  |
| Relationship to you |  |
| Reason for selecting this person |  |

##### Third Recommendation

|  |  |
| --- | --- |
| Prefix (e.g., Mr., Ms., Dr., Rev.) |  |
| First name or initial |  |
| Middle initial or name |  |
| Last name or family name |  |
| Suffix (e.g., Jr. or II) preceded by a comma and a space |  |
| Job Title |  |
| Organizational unit |  |
| Employer |  |
| Street address line 1 |  |
| Street address line 2 (if needed) |  |
| City |  |
| State (2-letter abbreviation) |  |
| Zip code (all 9 digits formatted as xxxxx-xxxx, if available) |  |
| Country |  |
| Telephone number (work) |  |
| Telephone number (home) |  |
| Email address |  |
| Years you have known this person |  |
| Relationship to you |  |
| Reason for selecting this person |  |

##### Fourth Recommendation

|  |  |
| --- | --- |
| Prefix (e.g., Mr., Ms., Dr., Rev.) |  |
| First name or initial |  |
| Middle initial or name |  |
| Last name or family name |  |
| Suffix (e.g., Jr. or II) preceded by a comma and a space |  |
| Job Title |  |
| Organizational unit |  |
| Employer |  |
| Street address line 1 |  |
| Street address line 2 (if needed) |  |
| City |  |
| State (2-letter abbreviation) |  |
| Zip code (all 9 digits formatted as xxxxx-xxxx, if available) |  |
| Country |  |
| Telephone number (work) |  |
| Telephone number (home) |  |
| Email address |  |
| Years you have known this person |  |
| Relationship to you |  |
| Reason for selecting this person |  |

Professional Career Advancement

For the 2018, 2015, and 2012 calendar years, please enter, in the spaces provided below, information about your work responsibilities, positions held, titles, ranks and compensations. Please do not leave any fields blank. *Blank entries will delay your application processing.* You may need to conduct some research to collect this quantitative data. Where necessary, you may make reasonable approximations. If you held more than one position during a year, select the one you held for the largest portion of the year. If you have questions about how to complete this section, please contact the doctoral program office.

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **2018** | **2015** | **2012** |
| Employer firm or organization |  |  |  |
|  |  |  |  |
| Number of employees reporting directly to you |  |  |  |
| Number of employees reporting to you through subordinates |  |  |  |
| Number of employees in firm or organization |  |  |  |
|  |  |  |  |
| Value of revenues in budget for which you were responsible |  |  |  |
| Value of expenses in budget for which you were responsible |  |  |  |
| Total revenues or expenses about which you directly made decisions |  |  |  |
| Total revenues of your firm or organization |  |  |  |
|  |  |  |  |
| Number of managerial levels between you and the CEO |  |  |  |
| Number of levels between you and non–exempt employees |  |  |  |
|  |  |  |  |
| Your annual base salary |  |  |  |
| Market value of your bonus or other merit compensation for the year |  |  |  |
| Estimated base salary of CEO |  |  |  |
| Basis for your base salary determination |  |  |  |
| Basis for your bonus determination |  |  |  |

Promotion Summary

As a brief summary of your career, please indicate the *cumulative* number of promotions or new positions you received in each of the following most recent time periods.

|  |  |
| --- | --- |
| Cumulative number of promotions in last 5 years. |  |
| Cumulative number of promotions in last 10 years. |  |
| Cumulative number of promotions in last 15 years. |  |
| Cumulative number of promotions in last 20 years. |  |
| Cumulative number of promotions in last 25 years. |  |
| Cumulative number of promotions since college. |  |

Promotion History

For each promotion counted in the Promotion Summary section, list the year, employer, new job title and a brief description of its new responsibilities. **List most recent promotions first.** Often, this is a more complete list than available on a normal resume.

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Year | Employer | New Position / responsibility |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |
| 5 |  |  |  |
| 6 |  |  |  |
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| 23 |  |  |  |
| 24 |  |  |  |
| 25 |  |  |  |

Recent Positions

Provide detailed information about your current position and the two prior positions you held. These are usually the three most recent positions in your promotion history. Please provide all requested information in this section. Where specific information is identical to information on your resume, you may copy from it. However, the information requested here is usually more detailed than on a professional resume. The Admission Committee wants to understand your development, capabilities, and experience. Use this opportunity to help it understand how you have grown and developed in recent years as well as what you have accomplished. You may enter unlimited data in the fields provided. Expand the available space to help the committee understand your responsibilities, activities, knowledge, skills, and accomplishments—**enter more than cryptic phrases**.

##### Current Position

|  |  |
| --- | --- |
| Job title |  |
| Tenure in position (years and months) |  |
| Department, division, or unit |  |
| Employer organization |  |
| Major responsibilities |  |
| Major activities |  |
| Major knowledge or know-how utilized |  |
| Major skills utilized |  |
| Major accomplishments |  |

##### First Prior Position

|  |  |
| --- | --- |
| Job title |  |
| Tenure in position (years and months) |  |
| Department, division, or unit |  |
| Employer organization |  |
| Major responsibilities |  |
| Major activities |  |
| Major knowledge or know-how utilized |  |
| Major skills utilized |  |
| Major accomplishments |  |

##### Second Prior Position

|  |  |
| --- | --- |
| Job title |  |
| Tenure in position (years and months) |  |
| Department, division, or unit |  |
| Employer organization |  |
| Major responsibilities |  |
| Major activities |  |
| Major knowledge or know-how utilized |  |
| Major skills utilized |  |
| Major accomplishments |  |

Professional Activities, Awards, and Recognitions

In this section list all applicable information about professional, community, civic or military services, academic activities, etc. in which you have participated, as well as any awards and recognitions that you have earned.

|  |  |
| --- | --- |
| List, in order of importance to you, up to four relevant professional, community, or other activities in which you participated since you graduated from college. Identify the nature and time period of your involvement in each activity. Briefly explain why each was important to you and how you contributed to it and you benefited from it. |  |
|  |  |
|  |  |
|  |  |
| List, in order of importance to you, up to four relevant professional, community, or other awards or recognitions that you have received since you graduated from college. Identify the year each was awarded. Briefly explain why you received each award and why it is important to you. |  |
|  |  |
|  |  |
|  |  |

Professional Evaluation

In the spaces provided below we would like you to make fair judgments about your own qualities and abilities. Compare yourself with others you have known who have earned an MBA degree or were high performing men and women in your professional peer group. Check only one appropriate box in each row using a left mouse button. You may also tab to the box and press the space bar.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Attribute** | **Exceptional Top 2%** | **Outstanding Top 5%** | **Excellent Top 15%** | **Good Top 33%** | **Average 34% - 67%** | **Mediocre Lower 33%** | **Insufficient Information** |
| Breadth of business knowledge |  |  |  |  |  |  |  |
| Conceptual ability |  |  |  |  |  |  |  |
| Analytical ability |  |  |  |  |  |  |  |
| Judgmental capability |  |  |  |  |  |  |  |
| Maturity |  |  |  |  |  |  |  |
| Drive and motivation |  |  |  |  |  |  |  |
| Initiative and independence |  |  |  |  |  |  |  |
| Creativity and imagination |  |  |  |  |  |  |  |
| Inquisitiveness |  |  |  |  |  |  |  |
| Oral expression ability |  |  |  |  |  |  |  |
| Written expression ability |  |  |  |  |  |  |  |
| Quantitative capability |  |  |  |  |  |  |  |
| Personal computer skills |  |  |  |  |  |  |  |
| Integrity |  |  |  |  |  |  |  |
| Interpersonal skills |  |  |  |  |  |  |  |
| Organizational skills |  |  |  |  |  |  |  |
| Career success to date |  |  |  |  |  |  |  |
| Potential for doctoral work |  |  |  |  |  |  |  |

Attitudes toward Selected Activities

In this section please indicate your *comfort level* in completing the various activities listed. This is not the same as your level of skill or capability.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activity** | **Comfort Level** | | | | |
|  | **Take Pleasure Completing** | **Prefer to Other Activities** | **Indifferent or Neutral** | **Prefer to Avoid Activity** | **Avoid Whenever Possible** |
| Composing and writing your thoughts |  |  |  |  |  |
| Reading technical material |  |  |  |  |  |
| Reading non-technical material |  |  |  |  |  |
| Working with a personal computer |  |  |  |  |  |
| Working on the Internet |  |  |  |  |  |
| Performing statistical analysis |  |  |  |  |  |
| Formulating mathematical problems |  |  |  |  |  |

Essays

In this section of the application, write eight short essays. The topic of each essay is presented on a separate page between the essay number and a horizontal line

* Each essay should not exceed 400 words and should fit on the page of the application below the horizontal line.
* All essays should be in standard Times New Roman 12-point font with single spacing between lines and double spacing between paragraphs. Do not alter the margins of the application template.
* All essays should reflect your own ideas and words. Present your logic, analyses, arguments, and evidence as clearly and concisely as possible. Organize your essays so readers can easily understand your structure and logic.

As you prepare these essays, consider how they might help the Admission Committee evaluate your application. In evaluating your essays, the committee will consider the following:

* Quality and relevance of your analysis, logic, and evidence.
* Organization and development of your argument.
* Clarity and precision of your expression.
* Consistency and correctness of written English language.

Research Topic (Essays 6, 7, and 8)

During the doctoral program, students (a) prepare some academic research papers to fulfill course requirements; (b) write a refereed academic journal article for a publishing tutorial; and (c) complete a dissertation that contributes to both the theory of a discipline and the practice of management. Essays 6, 7, and 8, ask you to write about a practitioner problem and about theories related to this problem that would provide the focus and motivation for an academic research topic and that could be the basis for many of these documents.

These essays are the first step in a process to help students define academic research topics and develop the expertise to conduct research projects within their topics. Each student invests considerable time and energy in his or her academic research topic. For most students, the motivations for pursuing a research topic are related practitioner problems or issues that have intrigued them during their professional careers.

A good topic should be narrow enough to define a coherent field of inquiry but broad enough to encompass several related empirical studies. Also, it should incorporate and extend some theories within an academic discipline and improve understanding of a practitioner problem.

Resume and Related Materials

With this application, submit an electronic copy of your current resume as a separate document. You may submit any additional documents that you think the Admission Committee should review. Please only include documents that you believe will help the committee to better understand and evaluate your application. Do not send original documents, since they will not be returned.

Essay 1

**Describe the knowledge, capabilities, attributes, and other characteristics you believe are necessary to succeed in this doctoral program. Explain why you believe each of them is necessary.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 2

**Demonstrate that you have the knowledge, capabilities, attributes, and other characteristics necessary to succeed in this program (you described these in your Essay 1).**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 3

**Explain how this program will contribute to your professional development and career advancement. Describe any other motivations you have for earning a doctoral degree in business.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 4

**Describe the sacrifices you will make while pursuing a doctoral degree. Include any activities, resources, relationships, and commitments that likely will be impaired.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 5

**Explain any unique ways you will contribute to the education of other doctoral students in this program.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 6

**Describe a practitioner problem, issue, or phenomenon that has intrigued you during your career and that would serve as a basis and motivation for conducting academic research. (See “Research Topic” in the essay instructions.)**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 7

**Explain how any academic theories within your doctoral concentration (finance, management, or marketing) might help you understand, conceptualize, or analyze the practitioner problem you described in Essay 6. (See “Research Topic” in the essay instructions.)**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Essay 8

**Explain your motivations and qualifications to pursue academic research related to the practitioner problem described in Essay 6 and the theories identified in Essay 7. (See “Research Topic” in the essay instructions.)**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_