PhD Program in Business Administration
A great place to learn business

The Carlson School’s PhD program in business administration prepares students for careers as faculty members at universities throughout the world. Students gain experience in conducting basic and applied research, skills for continued professional and scholarship growth, and grounding in the fundamentals of good teaching. Graduates go on to faculty positions at top research institutions prepared to teach future business leaders. Having gained mastery of a discipline within business administration, they have the tools to contribute to the field’s future development.

While here, students at the Carlson School benefit from interactions with our world-renowned faculty, participation in groundbreaking research, and the accessibility of one of the nation’s leading business communities. The Twin Cities is headquarters for eighteen Fortune 500 companies, as well as a thriving metropolitan community that provides numerous cultural and recreational opportunities. The school’s unique combination of resources makes it a great place to live and a premier place to gain a relevant, cutting-edge PhD.

The PhD program attracts students with outstanding undergraduate records, graduate coursework, and work experience. Students come from many countries and states and share their diverse perspectives, providing stimulating discussions inside and outside of the classroom. Each student chooses one of seven concentration areas in business administration for deeper study: Accounting, Finance, Information and Decision Sciences, Marketing, Strategic Management and Entrepreneurship, Supply Chain and Operations, and Work and Organizations.

To support our PhD students, the Carlson School provides five years of stipends, conference travel and research support, tuition waivers, student fee waivers, and paid health insurance coverage, as long as the student continues to make good progress in the program.

Come join us for a world-class experience!

For more information about our program, please visit: carlonschool.umn.edu/phd-BA
The Carlson School PhD

Research

Expanding knowledge
Carlson School PhD students have the opportunity to:

Pursue rigorous, high-quality research with faculty members who are recognized for their own cutting-edge research programs

Begin research training early in their program, generally in the first year of graduate study

Acquire specialized knowledge and expertise that prepares them to join the faculty of major research institutions

Teaching

Disseminating knowledge
The PhD program offers students rich teaching opportunities. As a foundation, PhD students participate in the Teaching Initiative Program (TIP). TIP uses a variety of activities to develop student competence and confidence in instructional abilities. These include:

Teaching workshops provided by University of Minnesota staff and coordinated by the Carlson School’s PhD program office

An in-class teaching experience, a mentoring experience, and development of a teaching portfolio

For international students, a Teaching Assistant English program

umn.edu/ohr/teachlearn
Concentrating your skills

Receive research and teaching experience
Specialize and develop skills in both theory building and empirical research
Engage in individualized programs of study

Choose from seven areas in business administration to focus your studies:

Accounting
  › carlsonschool.umn.edu/phd-BA/accounting

Finance
  › carlsonschool.umn.edu/phd-BA/finance

Information and Decision Sciences
  › carlsonschool.umn.edu/phd-BA/information-decision-sciences

Marketing
  › carlsonschool.umn.edu/phd-BA/marketing

Strategic Management and Entrepreneurship
  › carlsonschool.umn.edu/phd-BA/strategic-management

Supply Chain and Operations
  › carlsonschool.umn.edu/phd-BA/supply-chain-operations

Work and Organizations
  › carlsonschool.umn.edu/phd-BA/work-organizations
Accounting

The distinguished reputation of Carlson School’s Accounting PhD program is a point of extreme pride for our department’s faculty. We are committed to upholding and expanding this reputation through our continued dedication to working closely with our students to prepare them to enter a life of scholarly research. As one of the premier theoretical accounting programs in the nation, we are ranked #1 in analytical financial accounting. In addition, empirical research is also a strong component of the program. Students gain immediate and continued exposure in “real time” to the most important research in the field by taking a wide array of seminars and attending the department’s active research workshop series as well as the two national research conferences we host each year. We feel that the measure of any PhD program is the success of its graduates, so we are especially proud of our performance on this dimension, too. Our graduates have been placed and tenured at the most prestigious business schools in the nation, including those at Carnegie Mellon University, the University of California at Berkeley, the University of Chicago, the University of North Carolina at Chapel Hill, the University of Texas Austin, Northwestern University and the Ohio State University. To find out more about this exceptional program visit: carlsonschool.umn.edu/phd-ba/accounting

Curriculum & Courses

Students are, in general, required to take a minimum of twelve credits of Accounting Department PhD seminars, at least eight credits of supporting coursework outside the Carlson School of Management, and twelve credits of a methodology. A complete program of study consists of at least forty credits of coursework overall.

Accounting PhD Seminars Offered:

- **Acct 8800**: Empirical Research Topics
- **Acct 8801**: Empirical Research in Valuation
- **Acct 8802**: Empirical Research in Capital Markets
- **Acct 8803**: Empirical Research: Accounting Choice
- **Acct 8811**: Information Economics I
- **Acct 8812**: Information Economics II
- **Acct 8831**: Theory of Contracts I: Moral Hazards & Adverse Selection
- **Acct 8832**: Theory of Contracts II: Renegotiation & Incomplete Contracting

Admissions Statistics (Fall 2014)

- **54** Applications
- **3** Admissions Offers
- **1** Acceptances
- **11** Program size
- **29** Average age in program
- **1425** Average GRE (before August 2011)
- **324** Average GRE (after August 2011)
- **715** Average GMAT
Accounting Faculty

Aiyesh Dey
Assistant Professor
PhD, Northwestern
Areas of Interest: Corporate governance, financial reporting and disclosures

Gordon L. Duke
Associate Professor
PhD, University of Georgia
Areas of Interest: Accounting systems, statistics and quantitative methods in auditing

Vivian W. Fang
Assistant Professor
PhD, Tulane University
Areas of Interest: Stock market liquidity, voluntary disclosure, capital markets

Yu Gao
Assistant Professor
PhD, University of Chicago
Areas of Interest: Disclosure in capital markets, corporate transparency and corporate governance

Frank Gigler
Professor and Curtis L. Carlson Chair in Accounting
PhD, University of Minnesota
Areas of Interest: Theory of financial disclosure, industrial organization of audit markets

Michael Iselin
Assistant Professor
PhD, The Ohio State University
Areas of Interest: Accounting standards, financial institutions, risk management, corporate disclosure, not-for-profit accounting

Edward J. Joyce
Professor
PhD, University of Illinois: Urbana-Champaign
Areas of Interest: Behavioral decision making

Chandra S. Kanodia
Professor and Arthur Andersen & Co./Duane Kullberg Chair in Accounting & Information Systems
PhD, Carnegie Mellon University
Areas of Interest: Real effects of accounting measurement and disclosures, economic consequences of accounting conservatism and mark-to-market accounting, implications of higher order beliefs in capital markets and information economics

Mozaffar Khan
Associate Professor
PhD, University of Toronto
Areas of Interest: Financial Accounting and Financial Economics

Paul Ma
Assistant Professor
PhD, Stanford University
Areas of Interest: Financial disclosure, empirical asset pricing, behavioral finance

Joshua M. Madsen
Assistant Professor
PhD, University of Chicago
Areas of Interest: The role of information in capital markets, anomalies, debt contracting, financial disclosures and regulation, and supply chains

Judy Rayburn
Professor and Carolyn I. Anderson Professor of Business Education
PhD, University of Iowa
Areas of Interest: Capital markets

Gaoqing Zhang
Assistant Professor
PhD, Carnegie Mellon University
Areas of Interest: Financial accounting, financial institutions, higher-order beliefs, global games, industrial organization

Ivy Zhang
Associate Professor
PhD, University of Rochester
Areas of Interest: Financial accounting
The PhD concentration in finance emphasizes theoretical economics and provides a rigorous, analytically-grounded education. The Finance Department has a long and prominent intellectual history. Ideas that we now take as commonplace, such as moral hazard problems caused by deposit insurance and the Hansen-Jagannathan bounds in asset-pricing, have their origin at the Carlson School. Faculty members are also dedicated to producing top-flight scholars by offering both doctoral courses that focus on cutting edge research as well as collaborative research opportunities. Students who have strong interests and abilities in quantitative methods, mathematics, and economics will find this program both challenging and stimulating. For more information about this program visit: carlonschool.umn.edu/phd-ba/finance

Curriculum & Courses
The PhD finance concentration requires a strong mastery of economic theory. During the first year students take doctoral-level courses in microeconomic theory, econometric analysis, and four 2-credit finance PhD seminars. Second-year coursework includes additional finance doctoral seminars along with elective courses in accounting, economics or mathematics.

Finance PhD Seminars Offered:
Fina 8802: Theory of Capital Markets I: Discrete Time
Fina 8803: Theory of Capital Markets II: Continuous Time
Fina 8804: Advance Continuous Time Finance
Fina 8810: Topics in Asset Pricing
Fina 8812: Corporate Finance I
Fina 8813: Corporate Finance II
Fina 8820: Topics in Corporate Finance
Fina 8822: Empirical Methods in Finance
Fina 8823: Empirical Corporate Finance
Fina 8890: Topics in Finance

Admissions Statistics (Fall 2014)
95 Applications
2 Admissions Offers
2 Acceptances
14 Program size
27 Average age in program
1395 Average GRE (before August 2011)
326 Average GRE (after August 2011)
710 Average GMAT

Finance Co-PhD Coordinators

Raj Singh
Professor and Curtis L. Carlson Chair in Finance
PhD, Carnegie Mellon
Areas of Interest: Corporate finance, agency theory, auction theory, market microstructure (program statistics)

Jianfeng Yu
Associate Professor and Piper Jaffray Professorship in Finance
PhD, University of Pennsylvania
Areas of interest: Theoretical and empirical asset pricing

Finance PhD Co-PhD Coordinators
Raj Singh
Professor and Curtis L. Carlson Chair in Finance
PhD, Carnegie Mellon
Areas of Interest: Corporate finance, agency theory, auction theory, market microstructure (program statistics)

Jianfeng Yu
Associate Professor and Piper Jaffray Professorship in Finance
PhD, University of Pennsylvania
Areas of interest: Theoretical and empirical asset pricing
Finance Faculty

Hengjie Ai
Assistant Professor
PhD, University of Minnesota
Areas of Interest: Financial economics, macroeconomics, economic theory

Gordon J. Alexander
Professor and John Spooner Chair in Investment Management
PhD, University of Michigan
Areas of Interest: Value at risk, portfolio theory and management, short selling and margin purchasing, estimation risk, market microstructure, investment companies

Santiago Bazdresch
Assistant Professor
PhD, Yale University
Areas of Interest: Corporate finance and investment dynamics, financial market development, international finance

Frederico Belo
Associate Professor
PhD, University of Chicago
Areas of Interest: Empirical and theoretical asset pricing

John H. Boyd
Professor and Banking Industry of Minnesota Chair
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Financial intermediation, financial markets, banking, economic development

Murray Z. Frank
Professor and Piper Jaffray Professor of Finance
PhD, Queens University
Areas of Interest: Corporate capital structure

Robert S. Goldstein
Professor and C Arthur Williams Jr/ MN Insurance Industry Chair
PhD, University of California - Berkeley
Areas of Interest: Term structure of interest rates, credit risk, capital structure theory, general equilibrium

Jeremy Graveline
Assistant Professor
PhD, Stanford University
Areas of Interest: Empirical asset pricing, fixed income, liquidity, international finance

Timothy J. Nantell
Professor
PhD, University of Wisconsin - Madison
Areas of Interest: Business valuation and security valuation

Stephen Parente
Associate Dean of MBA Programs; Professor and Minnesota Insurance Industry Chair of Healthcare Finance; Academic Director, Medical Industry Leadership Institute
PhD, Johns Hopkins University
Areas of Interest: Health e-commerce, managed care, health information technology, health economics

Juliana T. Salomao
Assistant Professor
PhD, Stanford University
Areas of Interest: International economics, macroeconomics, finance

Martin Szydlowski
Assistant Professor
PhD, Northwestern University
Areas of Interest: Microeconomic theory, contract theory, corporate finance

Tracy Yue Wang
Associate Professor
PhD, University of Maryland-College Park
Areas of Interest: Corporate finance, corporate governance, behavioral finance

Colin Ward
Assistant Professor
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Asset pricing, international finance, macrofinance, investments

Andrew Whitman
Professor
PhD, University of Wisconsin-Madison
Areas of Interest: Risk management & insurance, insurance theory and practice, employee benefits, personal financial planning

Andrew Winton
Professor and Minnesota Chair in Banking & Finance
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Corporate finance and ownership structure, financial contracting, financial institutions
The PhD program in the department of Information and Decision Sciences is among the top-ranked programs in the country. The University of Minnesota was one of the first schools to establish a doctoral program in management information systems and remains a top-five leader in the study of MIS. It is recognized worldwide for shaping the field. Factors contributing to this recognition are:

- Defined relevant discipline areas through research, writing, and editorial contributions in major academic and practitioner outlets
- Innovations in curriculum
- Number and quality of our graduates
- Faculty leadership in professional societies and journals
- Developed major organizational links between faculty and practitioners

Our faculty are focused on conducting theoretical and empirical research that addresses the role, impact, and development of IT innovations from a business perspective in business process, organizational, and market contexts. This provides a wealth of research opportunities for faculty and doctoral students! For more information about this program visit: carlonschool.umn.edu/phd-ba/information-decision-sciences

### Information & Decision Sciences PhD Coordinator

**De Liu**  
Associate Professor  
PhD, University of Texas - Austin

**Areas of Interest:**  
Auction and market mechanisms, knowledge and social networks, gamification and digital gaming

### Curriculum & Courses

Students take a minimum of 46 semester credits of coursework including 14 credits of IDSc PhD seminars, 8 credits of research methodology coursework, and 16 credits of supporting fields or minor area coursework. Students are required to take the courses listed below, with the possibility of other courses as well. Methodology courses can include regression, experimental design, multivariate statistics, and econometric modeling.

**IDSc PhD Seminars Offered:**

- **IDSc 8511:** Conceptual Topics and Research Methods in IDS
- **IDSc 8521:** Seminar in Systems Development
- **IDSc 8531:** Organizational Theory and Research in Information Systems
- **IDSc 8541:** Intro to Economics of Information Systems
- **IDSc 8711:** Cognitive Science
- **IDSc 8721:** Behavioral Decision Theory
- **IDSc 8722:** Heuristic Decision Making
- **IDSc 8801:** Research Seminar in IDS

### Admissions Statistics (Fall 2014)

- **39** Applications
- **3** Acceptances
- **13** Program size
- **4** Admissions Offers
- **1390** Average GRE (before August 2011)
- **324** Average GRE (after August 2011)
- **711** Average GMAT
Information and Decision Sciences Faculty

Gediminas Adomavicius
Professor and Carolyn I. Anderson Professor in Business Education Excellence
PhD, New York University
Areas of Interest: Personalization technologies and recommender systems, knowledge discovery and data mining, electronic market mechanisms

Ravi Bapna
Professor and Board of Overseers Professor of Information and Decision Sciences, Academic Director of SOBACO
PhD, University of Connecticut
Areas of Interest: Personalization technologies and data mining, electronic markets

Gordon Burtch
Assistant Professor
PhD, Temple University
Areas of Interest: The economics of information systems, with a particular focus on the drivers and implications of participant behavior in marketplaces that incorporate social media, crowdsourcing and user generated content

Jason Chan Choon Fei
Assistant Professor
PhD, New York University
Areas of Interest: Social and economic impacts of the internet, health IT and economics; social media, online advertising, and e-commerce

Norman L. Chervany
Carlson School Professor of Information and Decision Sciences
DBA, Indiana University
Areas of Interest: Role of trust in management and use of information technology, effects of information technology on work and organizational design, management of technology-based change, management of the information services function

Shawn Curley
Professor, Director of Graduate Studies and PhD Program Director
PhD, University of Michigan
Areas of Interest: Decision and judgment processes under uncertainty, belief processing, practical reasoning

Alok Gupta
Professor and Curtis L. Carlson Chair of Information and Decision Sciences
PhD, University of Texas-Austin
Areas of Interest: Economic evaluation of electronic commerce, information economics, computational mechanism design, online auctions and mercantile processes, network externalities and pricing, data communication and computer networks, real-time mechanisms

Paul E. Johnson
Professor and Curtis L. Carlson Chair in Decision Sciences
PhD, Johns Hopkins University
Areas of Interest: Human information processing, decision making in process and service technologies, knowledge work, expert problem solving, intelligent systems

Gautam Ray
Associate Professor
PhD, Ohio State University
Areas of Interest: Electronic markets, e-commerce, search costs and market behavior, impact of IT on organizational structure and performance, knowledge sharing

Yuqing (Ching) Ren
Assistant Professor
PhD, Carnegie Mellon University
Areas of Interest: Online communities, distributed collaboration, knowledge management, computational modeling of groups and organizations, social networks, health informatics

Soumya Sen
Assistant Professor
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Network economics, e-commerce platforms, social networks, sustainability methods: analytical models in microeconomics, optimization, marketing, empirical studies and consumer trials

Mani Subramani
Associate Professor
PhD, Boston University
Areas of Interest: Term knowledge management, IT outsourcing, IT governance, interorganizational information systems, role of technology in leveraging intangible assets

Akhmed Umayarov
Assistant Professor
PhD, New York University
Areas of Interest: Personalization, quantitative modeling of recommender systems, networks effects in e-commerce applications
Marketing

The PhD program is central to the activities of the marketing department. The scholarly reputation of the department has historically been among the highest in the discipline. The nationally-renowned marketing faculty represent a diverse set of research interests ranging from consumer behavior to marketing strategy. The program is structured flexibly with students developing an individualized program of study with a common orientation to marketing methods and issues, but also affording opportunities for specialized study in either a behavioral or quantitative track. Students develop conceptual, analytical, and research skills that are blended with knowledge of marketing phenomena through structured courses, doctoral seminars, and individual projects in marketing and related social sciences. For more information about this program visit: carlsonschool.umn.edu/phd-ba/marketing

Marketing PhD Coordinator
Rohini Ahluwalia
Professor and Curtis L. Carlson Trust Professor of Marketing
PhD, The Ohio State University

Areas of Interest:
- Persuasion, consumer information processing, advertising and branding, consumer processing of negative information, marketing of political candidates

Curriculum & Courses

Students complete all Marketing PhD seminars and at least 16 credits in supporting/minor field coursework, including 12 credits in methods courses (which can overlap with the supporting field coursework). Minimum number of required degree program credits is 40.

Marketing PhD seminars offered alternating years:
- Mktg 8809: Consumer Behavior Research Methods
- Mktg 8810: Consumer Behavior Special Topics
- Mktg 8811: Consumer Attitudes and Persuasion I
- Mktg 8812: Consumer Attitudes and Persuasion II
- Mktg 8813/14: Consumer Judgment and Decision Making I & II
- Mktg 8831: Seminar in Inter-Organizational Relations
- Mktg 8842/8843: Quantitative Modeling I & II
- Mktg 8851: Marketing Management and Strategy I
- Mktg 8852: Marketing Management and Strategy II
- Mktg 8890: Marketing Topics Seminar

Admissions Statistics (Fall 2014)

64 Applications
3 Admissions Offers
3 Acceptances
13 Program size
28 Average age in program
1377 Average GRE (before August 2011)
325 Average GRE (after August 2011)
707 Average GMAT
Marketing Faculty

Mark Bergen
Associate Dean, Professor and James D. Watkins Chair in Marketing
PhD, University of Minnesota
Areas of Interest: Pricing, channels of distribution and marketing strategy

Tony Cui
Associate Professor
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Competitive strategies, pricing, distribution channels, trade promotions, marketing-operations interfaces, behavioral and experimental economics

Vladas Griskevicius
Marketing Department Co-Chair and Associate Professor
PhD, Arizona State University
Areas of Interest: Evolution and consumer behavior, emotions, charity, and conspicuous consumption

Michael J. Houston
Associate Dean, Professor and Ecolab-Pierson M. Grieve Chair in International Marketing
PhD, University of Illinois, Urbana-Champaign
Areas of Interest: Branding issues, cultural differences in consumer behavior, global branding and marketing

Deborah R. John
Marketing Department Co-Chair, Professor and Curtis L. Carlson Chair in Marketing
PhD, Northwestern University
Areas of Interest: Children’s consumer behavior, brand extensions and brand dilution, consumer decision-making.

George John
Associate Dean for Faculty and Research; Professor and Pillsbury-Gerot Chair of Marketing
PhD, Northwestern University
Areas of Interest: Channels of distribution, industrial marketing

Barbara Loken
Professor
PhD, University of Illinois, Urbana-Champaign
Areas of Interest: Branding, brand dilution, brand extensions, trademark confusion, consumer behavior, categorization, public health campaigns, media impact on tobacco use

Joan Meyers-Levy
Professor, Margaret J. Holden and Dorothy A. Werlich Endowed Professorship
PhD, Northwestern University
Areas of Interest: Factors influencing persuasion, origin and influence of gender differences; memory processes; the effects of visual data, music and environmental factors

Akshay Rao
Professor and General Mills Chair in Marketing
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Pricing strategy, brand management, information economics, consumer risk preferences, cross-cultural consumer behavior, cognitive neuroscience

Joseph Redden
Associate Professor
PhD, University of Pennsylvania
Areas of Interest: Enjoyment of repeated experiences, categorization & judgment, behavioral pricing

Carlos Torelli
Associate Professor
PhD, University of Illinois, Urbana-Champaign
Areas of Interest: Impact of cross-cultural factors on consumers’ brand representations, judgments and choices, global brand management issues from a consumer behavior perspective

Maria Ana Vitorino
Assistant Professor
PhD, University of Chicago
Areas of Interest: Empirical industrial organization, pricing, entry and market structure, game theory, regulation, finance, advertising

Kathleen D. Vohs
Professor and Land O'Lakes Chair in Marketing
PhD, Dartmouth College
Areas of Interest: The role of the self in consumption, self-regulation, self-esteem, feelings of threat, sexual economics, narcissism and materialism, changes in the self as a result of money

Alison Jing Xu
Assistant Professor
PhD, University of Illinois, Urbana-Champaign
Areas of Interest: Judgment and decision-making processes; behavioral mind-sets, generalized motivation, sensory experience and decision making, risk perceptions, persuasion

Linli Xu
Assistant Professor
PhD, University of Southern California
Areas of Interest: Principles of marketing, marketing management, marketing research, advertising strategy, market demand and sales forecasting

Yi Zhu
Assistant Professor
PhD, University of Southern California
Areas of Interest: E-commerce, online auctions, advertising and media, quantitative marketing, industrial organization, new product development, Chinese economy
The Department of Strategic Management and Entrepreneurship at the Carlson School—recently rated in the top 10 in terms of research nationwide—focuses on leadership, strategy and entrepreneurship, connecting the external worlds of competition and collaboration with the critical process of knowledge creation and innovation within organizations. Our program draws on world-renowned scholars in strategic management, entrepreneurship, international business, and innovation. Each student develops an individualized program of study combining coursework with active involvement in faculty research, research seminars, and teaching opportunities. This prepares our students to conduct high level research as well as find academic placements at top research universities worldwide. For more information about this program visit: carlsonschool.umn.edu/phd-ba/strategic-management

Curriculum & Courses

The Strategic Management and Entrepreneurship department requires its students to take four or five of the department’s core PhD courses. Typically students will take both strategy courses and the theory building course; they then choose one or two of the remaining courses. Beyond the departmental courses listed here, special seminars are offered from time to time. Students also take from eight to eleven additional classes outside the SME department in order to deepen their knowledge and preparedness.

SME PhD Seminars Offered:
- Seminar in Strategy Content
- Seminar in Strategy Process
- Seminar in Entrepreneurship
- Theory Building and Research Design
- Seminar in International Management
- Seminar in Organizational Theory
- Other Topics in Strategy and Entrepreneurship, as designed by professors

Strategic Management & Entrepreneurship PhD Coordinator

Mary Benner

Associate Professor
PhD, Columbia University

Areas of Interest:
Organization theory, strategy, technology and innovation, organizational change, process management

Admissions Statistics (Fall 2014)

54 Applications

3 Admissions Offers

2 Acceptances

16 Program size

32 Average age in program

1450 Average GRE (before August 2011)

332 Average GRE (after August 2011)

730 Average GMAT
Strategic Management & Entrepreneurship Faculty

Stuart Albert, Associate Professor
PhD, The Ohio State University
Areas of Interest: Timing of managerial decisions, temporal comparison theory and the management of change and transitions within organizations, the response of organizations to business cycles

Sunasir Dutta, Assistant Professor
PhD, Stanford University
Areas of Interest: Organization theory, social entrepreneurship, strategies of change in organizations and markets, collective action

Dan Forbes, Associate Professor
PhD, New York University
Areas of Interest: Corporate governance, new venture strategy, social psychology of entrepreneurship, strategic decision-making

Russell Funk, Assistant Professor
PhD, University of Michigan
Areas of Interest: Technology strategy, innovation management, entrepreneurship, social networks, economic geography, data science

Martin Ganco, Assistant Professor
PhD, University of Illinois, Urbana-Champaign
Areas of Interest: Entrepreneurial processes and their impact on firm capabilities, performance and industry evolution

Aseem Kaul, Assistant Professor
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Corporate strategy, technology strategy and private equity/venture capital

Jiao Luo, Assistant Professor
PhD, Columbia Business School
Areas of Interest: Organization theory, strategic management, network, trust, learning, relational exchange, reputation, illegitimacy, institutionalization

Ian Maitland, Associate Dean and Professor
PhD, Columbia University
Areas of Interest: Business ethics; corporate governance, corporate social responsibility, ethics of international business

Alfred Marcus, Professor and Edson Spencer Endowed Chair in Strategy and Technological Leadership
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Pricing strategy, brand management, information economics, consumer risk preferences, cross-cultural consumer behavior, cognitive neuroscience

Harry Sapienza, Professor and Curtis L. Carlson Chair in Entrepreneurial Studies
PhD, University of Maryland - College Park
Areas of Interest: Venture capital, inter-organizational relationships, strategic decision making, international entrepreneurship, entrepreneurial process

Myles Shaver, Professor, Pond Family Chair in the Teaching and Advancement of Free Enterprise Principles
PhD, University of Michigan
Areas of Interest: Corporate strategy choice and performance, the management and economics of international expansion

Gurneeta Singh, Assistant Professor
PhD, George Washington University
Areas of Interest: Knowledge-building strategies, technology alliances, geography of innovation, national institutions

Puay Khoon (PK) Toh, Assistant Professor
PhD, University of Michigan
Areas of Interest: Organization structure, management of innovation, resource interdependence, strategies in intellectual property rights, firm’s search behavior

Paul Vaaler, Associate Professor and Director of the Center for Integrative Leadership
PhD, University of Minnesota
Areas of Interest: Risk and investment in emerging market countries, performance stability in turbulent industries

Andrew H. Van de Ven, Professor; Vernon H. Heath Chair in Organizational Innovation and Change
PhD, University of Wisconsin-Madison
Areas of Interest: Organization theory, management of innovation and change, inter-organizational relationships, nominal group processes and methods of engaged scholarship

Joel Waldfogel
Professor and Fredrick R. Kappel Chair in Applied Economics
PhD, Stanford University
Areas of Interest: Industrial organization, law, economics

Richard Wang, Assistant Professor
PhD, University of California-Berkeley
Areas of Interest: Competitive strategy, innovation management, entrepreneurship, international business

Aks Zaheer, Professor, Curtis L. Carlson Chair in Strategic Management and Entrepreneurship; Director of Strategic Management Research Center
PhD, Massachusetts Institute of Technology
Areas of Interest: Competitive advantage from inter-firm relationships, trust in inter-organizational collaborations, buyer-supplier relations, research on networks of firms, using inter-firm networks to build capabilities, strategic decision making in uncertain business environments, mergers and acquisitions, strategic alliances

Srila Zaheer, Dean of the Carlson School of Management, Elmer L. Andersen Chair in Global Corporate Social Responsibility
PhD, Massachusetts Institute of Technology
Areas of Interest: The legitimacy of MNEs, offshore outsourcing, location strategies, information networks

Shaker Zahra, Strategic Management & Entrepreneurship Department Chair; Robert E. Buuck Chair in Entrepreneurship; Academic Director of the Gary S. Holmes Center for Entrepreneurial Studies
PhD, University of Mississippi
Areas in Interest: Entrepreneurship in global contexts, technology strategy, nascent industries, innovation
Curriculum & Courses

Students in the SCO PhD Program are required to take all seven SCO PhD seminars (21 credits) during their first two years, and an additional set of elective/supporting courses during or beyond the first two years, to reach the required minimum of 40 course credits.

SCO PhD Seminars Offered:

- SCO 8651: Experimental Design
- SCO 8652: Regression Analysis
- SCO 8711: Research in Operations Strategy
- SCO 8721: Management of Technological Operations
- SCO 8735: Supply Chain Management
- SCO 8745: Research in Quality Management
- SCO 8755: Behavioral Operations

*Other SCO course offerings are available in partnership with departments throughout the University of Minnesota.

**Curriculum may be revised at the discretion of the SCO department faculty.

Admissions Statistics (Fall 2014)

- 35 Applications
- 4 Admissions Offers
- 2 Acceptances
- 11 Program size
- 33 Average age in program
- 1400 Average GRE (before August 2011)
- 318 Average GRE (after August 2011)
- 693 Average GMAT

Supply Chain & Operations

The Department of Supply Chain and Operations was recently rated the top research program in the nation. This program trains scholars to conduct theoretically-grounded, methodologically-rigorous research that addresses relevant problems facing operations and supply chain managers within and across organizations that are embedded in global supply chains. The success of this program stems from its globally-recognized and widely-cited faculty. The program provides a uniquely rigorous and rewarding experience for students that prepare them for a successful research-driven academic career in PhD-granting business schools. For more information about this program visit: carlsonschool.umn.edu/phd-ba/supply-chain-operations
Supply Chain & Operations Faculty

Norman L. Chervany
Professor of Information & Decision Sciences
(Joint appointment with IDSc and Supply Chain & Operation)
DBA, Indiana University
**Areas of Interest:** Role of trust in management and use of information technology, effects of information technology on work and organizational design, management of technology-based change, management of the information services function

Karen Donohue
Associate Professor
PhD, Northwestern University
**Areas of Interest:** Supply chain coordination, impact of competition in outsourcing decisions, behavioral issues in supply chain management

Arthur V. Hill
Professor, John and Nancy Lindahl Professorship for Excellence in Business Education
PhD, Purdue University
**Areas of Interest:** Operations management, process improvement, lean thinking, supply chain management, production and inventory management, international operations management

William Li
Professor
PhD, University of Waterloo
**Areas of Interest:** Robust design, optimal design, quality engineering, computer design, supersaturated design, data mining, choice experiments

Mili Mehotra
Assistant Professor
PhD, University of Texas, Dallas
**Areas of Interest:** Supply chain management, discrete models in operations management: in particular service operations, production planning and logistics

Susan Meyer Goldstein
Associate Professor
PhD, The Ohio State University
**Areas of Interest:** Service design, service process management, health care management and quality

Christopher Nachtsheim
Professor, Frank A. Donaldson Chair in Operations Management
PhD, University of Minnesota
**Areas of Interest:** Experimental design, regression and analysis of variance

Karthik V. Natarajan
Assistant Professor
PhD, University of North Carolina, Chapel Hill
**Areas of Interest:** Humanitarian operations, inventory management, operations/finance interface

Rachna Shah
Associate Professor
PhD, The Ohio State University
**Areas of Interest:** Interactions between lean production systems and strategic and behavioral variables, lean services, impact of information technology on supply chain management, empirical research methods and their impact on operations management research

Enno Siemsen
Associate Professor
PhD, University of North Carolina, Chapel Hill
**Areas of Interest:** Process improvement, knowledge management, incentive theory, research methods

Kingshuk K. Sinha
Chair of Supply Chain and Operations Department, Professor and Mosaic Company Professor of Corporate Responsibility
PhD, University of Texas, Austin
**Areas of Interest:** Digital technology operations, high technology operations, strategic evaluation of operations, supply chain management technologies, technology project management, complementarities in operations, health care supply chain management
The curriculum provides a multidisciplinary understanding of theories and methodologies used in research on work and organizations as the foundation for focused research in specific areas of student interest. This includes a common set of core seminars as well as tailored coursework in other top-ranked departments.

**Required Theory Core**
- Fundamentals of Economic Analysis
- Fundamentals of Organizational Behavior
- Fundamentals of HR Research

**Required Analytical Core:** Econometrics I, Psychometrics, Advanced Multiple Regression, Research Methods in Work and Organizations

**Special Topics – Expanding Expertise**
Students take at least four special topics seminars in their first two years to deepen their expertise in specific areas.

**Outside Courses – Expanding Theoretical and Statistical Expertise**
Students also take courses outside WORg to gain expertise in theoretical and statistical areas particularly suited to the student’s plan of study.

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**Admissions Statistics (Fall 2014)**

- **Applications:** 55
- **Admissions Offers:** 9
- **Acceptances:** 4
- **Program size:** 34
- **Average age in program:** 34
- **Average GRE (before August 2011):** 1381
- **Average GRE (after August 2011):** 320
- **Average GMAT:** 640
Work & Organizations Faculty

Avner Ben-Ner
Professor
PhD, State University of New York-Stony Brook
Areas of Interest: Human resource management and firm performance; structure and performance in for-profit, nonprofit, and government organizations

Alan Benson
Assistant Professor
PhD, Massachusetts Institute of Technology
Areas of Interest: How firms create and sustain competitive rents through employment practices, especially recruitment, incentives and training.

John W. Budd
Chair of Work and Organizations; Professor and Industrial Relations Land Grant Chair
PhD, Princeton University
Areas of Interest: Unionism of the life cycle; the effects of labor unions; theories of work

Elizabeth Campbell
Assistant Professor
PhD, University of Maryland, College Park
Areas of Interest: Consequences of high performance and proactivity; interpersonal processes, states, and interactions within workgroups and teams; variance and disparity in collective motives, expertise, and status; multilevel phenomena with workgroups and teams

John D. Kammeyer-Mueller
Associate Professor
PhD, University of Minnesota
Areas of Interest: New employee socialization and adaptation, individual differences, attitudes and emotions, and research methodology

Colleen F. Manchester
Assistant Professor, Honors Faculty Representative
PhD, Stanford University
Areas of Interest: Human capital, employer-provided training, retirement plans, worker mobility, work-family practices

Pri P. Shah
Associate Professor
PhD, Northwestern University
Areas of Interest: Group goal setting, negotiation, procedural justice, social networking, ultimatum bargaining

Aaron Sojourner
Assistant Professor
PhD, Northwestern University
Areas of Interest: Human capital, personnel economics in education, labor unions

Andrew Van de Ven
Professor and Vernon H. Health Chair or Organizational Innovation and Change (Joint appointment with the Department of Strategic Management and Organization)
PhD, University of Wisconsin-Madison
Areas of Interest: Organization and management theory; management of innovation and change; inter-organizational relationships; entrepreneurship

Connie Wanberg
Associate Dean of Undergraduate Programs, Professor and Industrial Relations Faculty Excellence Chair
PhD, Iowa State University
Areas of Interest: Expatriate readjustments; mental health/re-employment of out-of-work individuals; antecedents of effective mentoring programs

Le “Betty” Zhou
Assistant Professor
PhD, University of Florida
Areas of Interest: Leadership, work groups and teams, workplace training and development

Mary Zellmer-Bruhn
Associate Professor
PhD, University of Wisconsin, Madison
Areas of Interest: Team composition and its effects including cultural diversity and knowledge variety; shared cognitive structures among team members; knowledge recognition, integration and action by team members; teams in entrepreneurship; teams in healthcare; and charter school boards
Progressing through the program

All students who enter the doctoral program in business administration complete the following steps to earn their degree:

- Successfully complete written and oral preliminary examinations
- Complete a dissertation proposal defense
- Complete a final dissertation defense and file final degree documentation
- Serve as a teaching and research assistant
- Teach at least one course
- Complete other requirements as mandated by the specific area of concentration (e.g., first-year examination, first or second-year research papers, additional course credits)

Complete at least 40 semester credits of coursework within the first two years in the program, including:

- Courses in a major area and in a minor or supporting program
- An integrated sequence of methodology courses in areas such as statistics, research design, cognitive modeling, econometrics, survey methodology, or psychometrics
Center for Human Resources and Labor Studies
The Center for Human Resources and Labor Studies conducts research on such topics as human resources and labor markets, organized labor and collective bargaining, organization theory and behavior, and human resource management.

Center for Integrative Leadership
The Center for Integrative Leadership, jointly administered by the Carlson School and the Humphrey School of Public Affairs, applies findings on the nature and practice of leadership across business, government, and civil society sectors to address grand challenges and advance the common good.

Center for International Business Education & Research (CIBER)
One of 33 centers across the country, CIBER is designed to increase the nation’s capacity for international understanding and economic enterprise. It serves as a regional resource for businesses, educators, researchers, and students.

Gary S. Holmes Center for Entrepreneurship
The Holmes Center for Entrepreneurship forges new relationships between the business community and the Carlson School as well as fostering networking relationships among students, faculty, and business professionals throughout the Minnesota business community.

Institute for Research in Marketing
The Institute for Research in Marketing leverages the expertise of the Carlson School’s world-class marketing faculty, PhD students, and an advisory board of practitioners from leading corporations, to foster rigorous and relevant research that improves the science and practice of marketing.

Joseph M. Juran Center for Research in Supply Chain, Operations, and Quality
Started in 1993 with sponsorships from several Minnesota companies, the Joseph M. Juran Center for Research in Supply Chain, Operations, and Quality has become the intellectual home of the quality movement, supporting conferences, fellowships, research, leader education, and learning resources.

Management Information Systems Research Center (MISRC)
Founded in 1968, MISRC complements the Carlson School’s internationally recognized department of Information and Decision Sciences. The center is supported by companies headquartered in the Twin Cities and promotes research on MIS topics as well as educates and develops interactions between MIS professionals and academics.

Medical Industry Leadership Institute
The Medical Industry Leadership Institute was established to advance management research and leadership education for the medical industry sector. It creates and enhances industry-relevant curriculum, develops and supports doctoral student and faculty research, and designs unparalleled executive education programs.

Social Media & Business Analytics Collaborative (SOBACO)
SOBACO studies the intersection between social media and business/societal problems. The interdisciplinary group draws meaningful conclusions from the massive pool of data generated by users across the web.

Corporate Connections
PhD candidates reap the benefits of a unique, dynamic partnership between academics and the corporate community. The Twin Cities serve as headquarters to many Fortune 500 companies including Target Corporation, General Mills, 3M, Ecolab, Best Buy, UnitedHealth Group, and SUPERVALU.

Strong Supporting Programs
PhD students benefit from the strength of various top-rated academic programs on campus such as economics, statistics, and psychology.

Enhancing your PhD experience
What does it take?

Admission to the Carlson School PhD program in business administration is based on:

• An assessment of the applicant’s potential for scholarship, research, and teaching

• Evidence of a commitment to a career based on a PhD

• The ability to complete a rigorous program of study

Applicants must have a bachelor’s degree or its foreign equivalent from a recognized college or university. While there is no set formula for determining admission to the doctoral program, most incoming students have:

• Excellent academic records

• 3 strong letters of recommendation

• Competitive GMAT/GRE scores. The minimum score that is typically accepted for the GMAT is 650, the GRE (before August 2011) 1380, and the GRE (after August 2011) 315.

Application Procedures

Prospective students must submit an online application by December 31 for fall admission consideration. A complete application includes the following:

Graduate school online application
grad.umn.edu/prospective_students/apply_online.html

Unofficial transcripts from all college and university coursework, uploaded via the online application system

Official GMAT or GRE score report

Official English-language assessment score report (if applicable)

Statement of purpose/personal goal statement

Three letters of recommendation uploaded via the online application system

Application fee

More Information

For further details, see the Carlson School PhD program application procedures and checklist on the website:

carlsonschool.umn.edu/phd-BA/admissions/process.html
# Placements

## Accounting

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>Xin Dai</td>
<td>Drexel University</td>
</tr>
<tr>
<td>2013</td>
<td>Xiaoxia Peng</td>
<td>University of Utah</td>
</tr>
<tr>
<td>2012</td>
<td>Lakshmana Krishna-Moorthy</td>
<td>Rutgers University</td>
</tr>
<tr>
<td>2011</td>
<td>Sanjay Banerjee, Xu Jiang, Jae Bum Kim</td>
<td>University of Alberta, Carnegie Mellon University, Singapore Management University</td>
</tr>
</tbody>
</table>

## Finance

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
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</thead>
<tbody>
<tr>
<td>2013</td>
<td>Tao Shen, Huijun Wang</td>
<td>Tsinghua University, University of Delaware</td>
</tr>
<tr>
<td>2012</td>
<td>Jun Li, Daniil Osipov</td>
<td>University of Texas - Dallas, Kazakh-British Technical University</td>
</tr>
<tr>
<td>2011</td>
<td>Pedram Nezefat, Fan Yang</td>
<td>Georgia Institute of Technology, University of Hong Kong</td>
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## Information and Decision Sciences

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
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</thead>
<tbody>
<tr>
<td>2011</td>
<td>YoungOk Kwon</td>
<td>Singapore Management University (post-doc)</td>
</tr>
<tr>
<td>2010</td>
<td>Gregory Ramsey</td>
<td>Morgan State University</td>
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</tbody>
</table>

## Marketing

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<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
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</thead>
<tbody>
<tr>
<td>2014</td>
<td>Ryan Rahinel</td>
<td>University of Cincinnati</td>
</tr>
<tr>
<td>2013</td>
<td>Nelson Amaral, Jannine Lasaleta, Paola Malluci</td>
<td>American University, Washington, DC, Grenoble Ecole de Management, France, University of Wisconsin-Madison</td>
</tr>
<tr>
<td>2012</td>
<td>Noelle Nelson, Madhu Viswanathan</td>
<td>University of Kansas, University of Arizona</td>
</tr>
<tr>
<td>2011</td>
<td>Sunil Kishore, Ji Kyung Park</td>
<td>McKinsey &amp; Company, Atlanta, University of Delaware</td>
</tr>
<tr>
<td>2010</td>
<td>Ranjan Banerjee, Neil Bendle, Andrew Kaikati</td>
<td>Director &amp; Chief of Global Operations for Insta Worldwide, India, University of Western Ontario, University of Georgia</td>
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## Strategic Management & Entrepreneurship

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<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
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</thead>
<tbody>
<tr>
<td>2014</td>
<td>Michael Cummings</td>
<td>University of Nevada-Las Vegas</td>
</tr>
<tr>
<td>2013</td>
<td>Joel Malen, Ramin Vandaei</td>
<td>Hitotsubashi University, Japan, SUNY-Buffalo</td>
</tr>
<tr>
<td>2012</td>
<td>John Bechara, Darcy Fudge Kamal, Nachiket Bhawe, Hans Rawhouser, Jaume Villanueva</td>
<td>Washington University Post-Doc (now at Tilburg University, Netherlands), Chapman University, North Carolina State University, University of Nevada - Las Vegas, ESADE, Barcelona</td>
</tr>
<tr>
<td>2011</td>
<td>Exequiel Hernandez, Mazhar Islam, Kangyong Son, Rukiye Yavuz</td>
<td>Washington University (now at Wharton), Drexel University, Hitotsubashi University, Japan, Ozyegin University, Turkey</td>
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## Supply Chain & Operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
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</thead>
<tbody>
<tr>
<td>2014</td>
<td>Christopher Swanton</td>
<td>College of Charleston, South Carolina</td>
</tr>
<tr>
<td>2013</td>
<td>Yinghao Zhang</td>
<td>Salisbury University, Maryland</td>
</tr>
<tr>
<td>2012</td>
<td>David Zepeda</td>
<td>Northeastern University</td>
</tr>
<tr>
<td>2011</td>
<td>Hung-Chung Su</td>
<td>University of Wisconsin-Whitewater</td>
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## Work & Organizations

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Institution(s)</th>
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</thead>
<tbody>
<tr>
<td>2014</td>
<td>KiYoung Lee, Yongjun Choi</td>
<td>SUNY-Buffalo, Wright State University, Dayton, OH</td>
</tr>
<tr>
<td>2013</td>
<td>Erica Diehn, Jeeyun (David) Yoon</td>
<td>University of St. Thomas, Wichita State University</td>
</tr>
<tr>
<td>2012</td>
<td>Yui Jin Kim, Tae Youn Park</td>
<td>Georgia Institute of Technology, Vanderbilt University</td>
</tr>
</tbody>
</table>
Accounting

“...it offers a vibrant intellectual atmosphere and renowned faculty members...This is one of the few places where you can obtain solid training in both analytical and empirical accounting research...”
Xin Dai, 2014
Drexel University

“Faculty are very approachable, accessible, and supportive, such that we can easily meet with them, discuss our research, and receive advice...The school and the faculty provide students with all they need for a successful career!”
Xiaoxia Peng, 2013
University of Utah

“Throughout the stages of coursework, dissertation, and the job market season, our professors devote continuous encouragement and advice to every student, no matter which specific area of finance she/he is concentrated in.”
Jun Li, 2012
University of Texas-Dallas

Finance

“Challenging, stimulating, and finally very rewarding! The coursework here is comprehensive, intensive, and rigorous, and you will be quickly armed with the tools to keep you up-to-date with the most cutting edge research.”
Tao Shen, 2013
Tsinghua University

Information & Decision Sciences

“The University of Minnesota is in an enviable position of having the right people throughout the university to provide a world-class graduate experience...Overall, the University possesses an amazing depth and breadth of resources and capabilities that differentiates your degree.”
Eric Larson, 2012
University of Illinois, Urbana-Champaign

“The doctoral program offered me freedom and flexibility to develop my research interests...Faculty members are very open-minded and supportive of research ideas from students and provide excellent mentoring throughout all phases of the program.”
Jingjing Zhang, 2012
Indiana University
“What sets the [Carlson School of Management’s] PhD program apart from those of peer institutions is the clear support the program has from the dean’s office. From the minute you walk in, they tell you that the PhD program is a top priority to them and it shows…”
Ryan Rahinel, 2014
University of Cincinnati

“The faculty members at the Carlson School are not only world class researchers, but true mentors that strive to help PhD students develop into well rounded academics by providing training on specific technical skills as well as promoting academic self-sufficiency.”
Paola Malluci, 2013
University of Wisconsin-Madison

“The program at Carlson has managed to strike the perfect balance between promoting self-sufficiency as an academic and providing the support needed to be successful.”
Noelle Nelson, 2012
University of Kansas

...The SME PhD program provides the ideal foundation for a successful academic career. From the first moment, it was apparent the faculty actively seeks students to assist them with research. The faculty members want to engage you in research right from the beginning.”
Darcy Fudge Kamal, 2012
Chapman University

“...skills I gained working with faculty were essential to my success in writing a dissertation and getting a good job. These faculty were not only world class but available everyday!...The program “delivered the goods” in helping me get a job at a top strategy department...I can’t think of a better place to get a PhD!”
Exequiel Hernandez, 2011
Washington University (now at Wharton)

“The PhD program in SCO is a great place to develop the skills necessary to conduct relevant and authoritative research...The University of Minnesota also has a world-class research community with a vast pool of resources allowing you to refine and improve your research skills.”
David Zepeda, 2012
Northeastern University

“...Its exceptional learning climate helped me to explore topics that I really wanted to study, approach faculty members for their thought-provoking feedback, and work with them through various projects. The professional but collaborative atmosphere among the fellow PhD students also allowed me to conduct student-initiated research with generous support from the leading scholars in our field. All in all, WOrg is a great intellectual community that allows PhD students to survive and thrive as researchers.”
KiYoung Lee, 2014
SUNY-Buffalo

“...Junior faculty members gave me the chance to be involved in research opportunities, while senior faculty members helped me develop a deep foundational understanding of management issues - one of the great advantages of the program at the Carlson School.”
Tae Yoon Park, 2012
Vanderbilt University
PhD by the Numbers

Class entering 2014

396 applicants

28 Admissions Offers

17 incoming students

94 students total

32 U.S. students

62 international students

1395 average GRE (before August 2011)

324 average GRE (after August 2011)

710 average GMAT

For more information

Earlene Bronson, Associate director
612-624-0875 • brons003@umn.edu

Program assistant
612-624-5065 • csom-phd@umn.edu

fax: 612-624-8221

Important websites

PhD Financial Aid carlsonschool.umn.edu/phd-BA/admissions/tuition-financial-aid.html

Graduate School grad.umn.edu

Housing Services housing.umn.edu

Health Services bhs.umn.edu/east-bank-clinic/index.htm

“Like” us on Facebook and stay up to date on what is going on in our program! http://on.fb.me/carlsonphd
The University of Minnesota is:

Founded in the faith that we are ennobled by understanding
Dedicated to the advancement of learning and the search for truth
Devoted to the instruction of youth and the welfare of the State