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: carlsonschool.umn.edu/degrees/phd
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

> cei.umn.edu
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
  › z.umn.edu/CarlsonPhDAccounting

Finance
  › z.umn.edu/CarlsonPhDFinance

Information and Decision Sciences
  › z.umn.edu/CarlsonPhDIDSc

Marketing
  › z.umn.edu/CarlsonPhDMarketing

Strategic Management and Entrepreneurship
  › z.umn.edu/CarlsonPhDSME

Supply Chain and Operations
  › z.umn.edu/CarlsonPhDSCO

Work and Organizations
  › z.umn.edu/CarlsonPhDWorg
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 8801**: Topics in Empirical Research I
- **Acct 8802**: Topics in Empirical Research II
- **Acct 8803**: Topics in Empirical Research III
- **Acct 8811**: Topics in Information Economics I
- **Acct 8812**: Topics in Information Economics II
- **Acct 8813**: Topics in Information Economics III
- **Acct 8821**: Topics in Capital Markets I
- **Acct 8822**: Topics in Capital Markets II
- **Acct 8823**: Topics in Capital Markets III
- **Acct 8831**: Topics in Analytical Research I
- **Acct 8832**: Topics in Analytical Research II
- **Acct 8833**: Topics in Analytical Research III

Admissions Statistics (Fall 2017)

- **41** Applications
- **3** Admissions
- **2** Acceptances
- **1475** Average GRE (before August 2011)
- **326** Average GRE (after August 2011)
- **723** Average GMAT
- **28** Average age in program
- **11** Program size

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. Empirical accounting research has also become a strong component of the program due to the significant increase in faculty advising capacity in recent years. 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: [z.umn.edu/CarlsonPhDAccounting](http://z.umn.edu/CarlsonPhDAccounting)
Accounting Faculty

Cyrus Aghamolla
Assistant Professor
PhD, Columbia University
Areas of Interest: Disclosure, analysts, financial reporting, conservatism, corporate governance

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

Frank Gigler
Department Chair; 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

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 market-to-market accounting, implications of higher order beliefs in capital markets and information economics

Mozaffar Khan
Associate Professor; Honeywell Professorship in Accounting
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

Tjomme Rusticus
Assistant Professor
PhD, University of Pennsylvania
Areas of Interest: Capital market effects of accounting information, market efficiency, corporate governance and executive compensation, research methods

Pervin Shroff
Professor and Frederick H. Grose Chair in Accounting
PhD, Columbia University
Areas of Interest: Capital markets, financial reporting, and corporate finance

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, Carl L. Nelson Professor in Accounting
PhD, University of Rochester
Areas of Interest: Financial Accounting and Disclosures
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

Finance

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: z.umn.edu/CarlsonPhDFinance

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

Admissions Statistics (Fall 2017)

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<td>Average GMAT</td>
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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

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

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, Academic Director of MS in Finance Program
PhD, University of California - Berkeley
Areas of Interest: Term structure of interest rates, credit risk, capital structure theory, general equilibrium

Erik Loualiche
Assistant Professor
PhD, Northwestern University
Areas of Interest: Asset pricing and macroeconomics

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

Raj Singh
Associate Dean of Undergraduate Programs; Professor and Curtis L. Carlson Chair in Finance
PhD, Carnegie Mellon
Areas of Interest: Corporate finance, agency theory, auction theory, market microstructure

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

Richard Thakor
Assistant Professor
PhD, Massachusetts Institute of Technology
Areas of Interest: Investigating how financial frictions and constraints affect financial policy and real outcomes

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 and insurance, insurance theory and practice, employee benefits, personal financial planning

Andrew Winton
Department Chair, 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: [z.umn.edu/CarlsonPhDIDSc](http://z.umn.edu/CarlsonPhDIDSc)

### Curriculum & Courses

Students take a minimum of 40 semester credits of coursework. Required major field coursework includes an introductory IDS PhD seminar (IDSc 8511) and four pillar IDS seminar courses (IDSc 8521, 8531, 8541, and 8721). In addition, 16 credits of methods and supporting field courses are required, which must include at least eight credits of research methods courses. These credits must be 5000-level or above and can include such courses as multivariate statistics, regression analysis, structural equation modeling, experimental design, econometrics, microeconomics, game theory, artificial intelligence, data mining, machine learning, etc.

**IDSc PhD Seminars Offered:**
- IDSc 8511: Conceptual Topics and Research Methods in IDSc
- IDSc 8521: Information System Development
- IDSc 8531: Organizational Theory and Research in Information Systems
- IDSc 8541: Intro to Economics of Information Systems
- IDSc 8620: Data Mining and Personalization
- IDSc 8721: Behavioral Decision Theory
- IDSc 8801: Special Topics

### Admissions Statistics (Fall 2017)

- **Applications:** 41
- **Admissions Offers:** 4
- **Acceptances:** 2
- **Program size:** 12
- **Average age in program:** 29
- **Average GRE (before August 2011):** N/A
- **Average GRE (after August 2011):** 323
- **Average GMAT:** 715
Gediminas Adomavicius  
*Department Chair, Professor and Carolyn I. Anderson Chair 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 Curtis L. Carlson Chair in Business Analytics and Information Systems; Academic Director, Carlson Analytics Lab; Program Director, Master of Business Analytics*  
PhD, University of Connecticut  
**Areas of Interest:** Personalization technologies and data mining, electronic markets

Sofia Bapna  
*Assistant Professor*  
PhD, University of Minnesota  
**Areas of Interest:** Strategies used by entrepreneurial ventures in digital contexts such as equity crowdfunding and online social networks, to influence their legitimacy and to acquire resources

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

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

Brad Greenwood  
*Associate Professor*  
PhD, University of Maryland-College Park  
**Areas of Interest:** Consequences of innovation, population health, information systems economics, healthcare IT, entrepreneurship, information availability

Alok Gupta  
*Associate Dean of Faculty and Research; Professor and Curtis L. Carlson Chair of Information Management*  
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

De Liu  
*Associate Professor*  
PhD, University of Texas-Austin  
**Areas of Interest:** Economics of auctions and contests, gamification, social media and social commerce, crowdfunding

Edward McFowland  
*Assistant Professor*  
PhD, Carnegie Mellon University  
**Areas of Interest:** Large-scale statistical machine learning, computational social science, data science, and anomalous pattern detection

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  
*Associate 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

Yicheng Song  
*Assistant Professor*  
PhD, Boston University  
**Areas of Interest:** Data science, machine learning and economics, structural modeling in retail analytics, recommender systems and crowdfunding platforms

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 Umyarov  
*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: z.umn.edu/CarlsonPhDMarketing

Curriculum & Courses

Students complete all MKTG PhD seminars in their chosen track (behavioral or quantitative) and at least 12 credits from the other track (quantitative or behavioral) 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 40.

Marketing PhD seminars offered alternating years:

Mktg 8809: Consumer Behavior Research Methods
Mktg 8810: Consumer Behavior Special Topics (topic areas ranging from Branding to Social Influence and Consumer Well-Being)
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

Areas of Interest:
Competitive strategies, pricing, distribution channels, trade promotions, marketing-operations interfaces, behavioral and experimental economics

Admissions Statistics (Fall 2017)

64 Applications
4 Admissions Offers
3 Acceptances
14 Program size
29 Average age in program
1418 Average GRE (before August 2011)
324 Average GRE (after August 2011)

720 Average GMAT
Marketing Faculty

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, consumer well-being

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

Tony Cui
Professor, Deputy Associate Dean for Global DBA and Margaret J. Holden and Dorothy A. Werlich Endowed Professorship in Marketing
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
Department Chair; Professor and Board of Overseers Professor of Marketing
PhD, Arizona State University
Areas of Interest: Evolution and consumer behavior, emotions, charity, and conspicuous consumption

Michael J. Houston
Associate Dean of Global Initiatives, 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
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
Professor and Pillsbury-Gerot Chair of Marketing
PhD, Northwestern University
Areas of Interest: Channels of distribution, industrial marketing

Barbara Loken
Professor and David C. McFarland Professor of Marketing
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

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 and Board of Overseers Professor in Marketing
PhD, University of Pennsylvania
Areas of Interest: Enjoyment of repeated experiences, categorization & judgment, behavioral pricing

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

Song Yao
Associate Professor
PhD, Duke University
Areas of Interest: Quantitative modeling in marketing, dynamic structural models

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
Strategic Management & Entrepreneurship

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, organization theory, and innovation. Each student develops an individualized program of study combining coursework with active involvement in faculty research, research seminars, a weekly PhD workshop, 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: z.umn.edu/CarlsonPhDSME

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 as well as organization theory and theory building courses; 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

Admissions Statistics (Fall 2017)

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<tr>
<th>Applications</th>
<th>Admissions</th>
<th>Offers</th>
<th>Program size</th>
<th>Average age in program</th>
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</table>
Mary Brenner  
Associate Professor  
PhD, Columbia University  
**Areas of Interest:** Organization theory, strategy, technology and innovation, organizational change, process management

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

Aseem Kaul  
Associate 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  
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

Evan Rawley  
Associate Professor  
PhD, University of California, Berkeley  
**Areas of Interest:** Corporate strategy, entrepreneurship, econometrics

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

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

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

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

Alex Wilson  
Assistant Professor  
PhD, Duke University  
**Areas of Interest:** Behavioral strategy, organizational routines, organizational structure

Sandy Yu  
Assistant Professor  
PhD, New York University  
**Areas of Interest:** Strategy, entrepreneurship, innovation

Aks Zaheer  
Professor, Curtis L. Carlson Chair in Strategic Management and Entrepreneurship  
PhD, Massachusetts Institute of Technology  
**Areas of Interest:** Competitive advantage from interfirm 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

Srilata 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  
Department Chair, Robert E. Buuck Chair in Entrepreneurship; Academic Director of the Gary S. Holmes Center for Entrepreneurial Studies  
PhD, University of Mississippi  
**Areas of Interest:** Entrepreneurship in global contexts, technology strategy, nascent industries, innovation
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: z.umn.edu/CarlsonPhDSCO

**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 2017)**

- 27 Applications
- 2 Admissions Offers
- 2 Acceptances
- 14 Program size
- 31 Average age in program
- 1400 Average GRE (before August 2011)
- 321 Average GRE (after August 2011)
- 610 Average GMAT
Supply Chain & Operations Faculty

Karen Donohue  
Professor, Board of Overseers Professorship  
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

Ximin (Natalie) Huang  
Assistant Professor  
PhD, Georgia Institute of Technology  
**Areas of Interest:** Sustainable operations, environmental legislation, product recovery strategies and economics, supply chain management

William Li  
Professor, Eric Jing Professor for Business Teaching and Research  
PhD, University of Waterloo  
**Areas of Interest:** Robust design, optimal design, quality engineering, computer design, supersaturated design, data mining, choice experiments

Kevin Linderman  
Professor and Curtis L. Carlson Professor in Supply Chain and Operations  
PhD, Case Western Reserve University  
**Areas of Interest:** Six Sigma, quality management, knowledge management, process improvement, process control, operations management

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

Kingshuk K. Sinha  
Department Chair, Supply Chain and Operations,  
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 internationally recognized department of Work and Organizations offers a rigorous program of doctoral studies with a multidisciplinary focus in organizational behavior, human resource management, organizational economics, personnel economics, labor relations, and related areas. Students gain a rigorous, multidisciplinary understanding of research questions, theories, empirical methodologies and analytic approaches across the breadth of the concentration, while pursuing in-depth and focused research within particular domains based on faculty expertise and student interest. Faculty are committed to providing a rich educational experience that maximizes faculty-student mentorships and collaboration. In addition, students have access to an outstanding research infrastructure in the Carlson School including behavioral laboratories, an expansive subject pool within the school, an on-site field-specific library, and exposure to a number of Fortune 500 corporate headquarters located in the Twin Cities area. For more information about this program visit: z.umn.edu/CarlsonPhDWorg

Curriculum & Courses

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.

Admissions Statistics (Fall 2017)

- 54 Applications
- 3 Admissions
- 2 Acceptances
- 14 Program size
- 33 Average age in program
- 1290 Average GRE (before August 2011)
- 318 Average GRE (after August 2011)
- 688 Average GMAT
**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  
Department Chair, Professor and Industrial Relations Land Grant Chair  
PhD, Princeton University  
**Areas of Interest:** Labor unions and worker voice, theories of work, and conflict resolution

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

Michelle Duffy  
Professor, Vernon Health Chair  
PhD, University of Arkansas  
**Areas of Interest:** Workplace envy, social undermining, mood and affective texture of individuals and teams, moral emotions, employee well-being

Theresa M. Glomb  
Professor and The Toro Company-David M. Lilly Chair in Human Resources  
PhD, University of Illinois, Urbana-Champaign  
**Areas of Interest:** Emotions and emotional labor in organizations, worker well-being; workplace victimization

John D. Kammeyer-Mueller  
Professor, Curtis L. Carlson Professor of Industrial Relations  
PhD, University of Minnesota  
**Areas of Interest:** New employee socialization and adaptation, individual differences, attitudes and emotions, and research methodology

Colleen F. Manchester  
Associate Professor  
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  
Associate Professor  
PhD, Northwestern University  
**Areas of Interest:** Human capital, personnel economics in education, labor unions

Connie Wanberg  
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

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

Le “Betty” Zhou  
Assistant Professor  
PhD, University of Florida  
**Areas of Interest:** Leadership, work groups and teams, workplace training and development
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
Carlson Global Institute
In today’s highly interconnected business environment, globally competent leadership is crucial. The Carlson Global Institute offers innovative educational programs, supports international research, guides businesses to compete in a global marketplace, and generates new knowledge for leaders in Minnesota and around the world.

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.

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.

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.
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, and 320 for the GRE

More Information

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

z.umn.edu/CarlsonPhDAdmissions

Application Procedures

Prospective students must submit an online application by December 15 for fall admission consideration. A complete application includes the following:

- Graduate school online application
  - app.applyyourself.com/AYApplicantLogin/fl_ApplicantConnectLogin.asp?id=UMN-GRAD

- 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
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<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>Affiliation(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Aysa Dordzhieva, Rachel Thompson</td>
<td>University of Texas - Austin, University of Texas - El Paso</td>
</tr>
<tr>
<td>2016</td>
<td>Yuanyuan Ma, Jonathan Nam</td>
<td>California State - Fullerton, Hong Kong Polytechnic University</td>
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<tr>
<td>2015</td>
<td>Wen Chen, Sumi Jung</td>
<td>City University of Hong Kong, Chinese University of Hong Kong</td>
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<tr>
<td>2014</td>
<td>Xin Dai</td>
<td>Drexel University</td>
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<tr>
<td>2017</td>
<td>John Pokorny, Yue Qiu</td>
<td>Cornerstone Research, Temple University</td>
</tr>
<tr>
<td>2016</td>
<td>Junyan Shen</td>
<td>Iowa State University</td>
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<tr>
<td>2015</td>
<td>Amanda Heitz, Hongda Zhong</td>
<td>Tulane University, London School of Economics</td>
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<tr>
<td>2017</td>
<td>Chengxin Cao, JaelHwuen Jung, Ali Mahdavi Adeli</td>
<td>Iowa State University, Temple University, University of Memphis</td>
</tr>
<tr>
<td>2015</td>
<td>Zhuojun Gu, Ben Mitchell, Loxley Wang</td>
<td>Penn State Univ (visiting), Consultant in Texas, ALG Intellectual Property LLC</td>
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<tr>
<td></td>
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<tr>
<td>2016</td>
<td>Jennifer Stoner, Chiraag Mittal</td>
<td>University of North Dakota, Texas A&amp;M</td>
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<tr>
<td>2015</td>
<td>Xiaolin Li, Yajin Wang</td>
<td>University of Texas-Dallas, University of Maryland-College Park</td>
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<td>2014</td>
<td>Ryan Rahinel</td>
<td>University of Cincinnati</td>
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<tr>
<td>2017</td>
<td>Cameron Miller</td>
<td>Syracuse University</td>
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<tr>
<td>2016</td>
<td>Sofia Bapna, Yoonhee Choi</td>
<td>University of Minnesota, California State - Long Beach</td>
</tr>
<tr>
<td>2015</td>
<td>Michael Cummings, Florence Honore, Stephen Jones, Ribuga Kang</td>
<td>University of Nevada-Las Vegas, Iowa State University, University of Wyoming, Chinese University of Hong Kong</td>
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<tr>
<td>2016</td>
<td>Xiaojin (Jim) Liu</td>
<td>University of Virginia Post-Doc</td>
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<tr>
<td>2015</td>
<td>George Ball, Suvarat Dhanorkar, Ujjal Mukherjee</td>
<td>Indiana University, Penn State University, University of Illinois-Urbana/Champaign</td>
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<tr>
<td>2017</td>
<td>Jin Park, Lingtao Yu</td>
<td>Zayed University (United Arab Emirates), University of British Columbia</td>
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<tr>
<td>2016</td>
<td>Yeonka Kim, Karyn Dossinger</td>
<td>University of Wisconsin - LaCrosse, Suffolk University</td>
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<tr>
<td>2015</td>
<td>Patricia Dahm, John-Gabriel Licht, Si Ahn Mehng, Tao Yang</td>
<td>Cal Poly Univ-San Luis Obispo, St. Norbert College, University of North Carolina-Pembroke, Indiana Univ-Purdue Univ, Ft. Wayne</td>
</tr>
<tr>
<td>2014</td>
<td>KiYoung Lee, Yongjun Choi</td>
<td>SUNY-Buffalo, Wright State University, Dayton, OH</td>
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Accounting
“The PhD Program at the Carlson School is an excellent place to acquire research skills as it offers a balanced curriculum that gives exposure to both analytical and empirical methodologies and covers a great range of research areas. The program encourages students to start working on their own ideas as early as possible and provides freedom to explore and experiment in a very supportive environment. This helped me tremendously to shape my own research interests, develop my thesis, and start my academic career.”
Aysa Dordzhieva, 2017
University of Texas-Austin

Finance
“The rigorous course work provided me with comprehensive tools to conduct research in both theoretical and empirical fields of finance. Being exposed to the latest research in finance and working with professors doing new and exciting work was a key attraction for me. I could always get great advice and suggestions to improve upon my research projects.”
Junyen Shen, 2016, Iowa State University

“I feel extremely lucky to have spent my PhD years in Carlson. The Finance faculty are very supportive and approachable. They care a lot for PhD students’ progress and offer insightful advice whenever needed. I have learned so much on how to do research from the discussions with the faculty and by working with my advisors. The department invites speakers from various top institutions around the world for seminars. I benefitted a lot from learning their cutting-edge research and receiving their feedback on my own papers. The staff at Carlson are very supportive and helped me a lot during the last five years. I strongly believe that Carlson is an excellent choice for anyone who wants to pursue a doctorate degree in finance.”
Yue Qiu, 2017
Temple University

Information & Decision Sciences
“One thing I really appreciated was the breadth of research interests in the department. For every research question I worked on, there was always someone who could guide me and help connect me to the relevant resources. Also, the department holds a high standard for student research with a lot of support given to each student. This broad view and high standard for research help distinguish our students in the next level academia job.”
Chengxin Cao, 2017
Iowa State University

“The doctoral program allowed me to explore my research interests rigorously with the great support of accomplished and dedicated faculty members. I am grateful for my time in the program which not only continuously offered exposure to up-to-date research but also provided an opportunity to network with the broader academic community.”
JaeHwuen Jung, 2017
Temple University
“Carlson really encouraged me to work with many different faculty members in my department, which I believe is very different from many schools. This allowed me to find an adviser that really meshed well with my personality, interests, and working style which resulted in a really valuable mentor/mentee relationship.”

Jennifer Stoner, 2016, University of North Dakota

“The faculty were always willing to listen, to help, and to challenge me through every step I took during the process. The program makes sure you have all the resources you need to do research, and the amount of support, both intellectually and emotionally, is amazing.”

Yajin Wang, 2015, University of Maryland-College Park

“Supply Chain & Operations

“I was surrounded by faculty and staff who were always eager to help…every effort is made to make sure that the students are protected and nurtured, so they can focus on doing what they are expected to do—excellent research! The Supply Chain & Operations (SCO) Department has a prolific group of dedicated scholars, working on groundbreaking research with a widespread impact on business and society. From healthcare to manufacturing and from analytical modeling to data-driven empirical research, SCO faculty and PhD students work on a diverse array of problems that have direct relevance for practitioners. As I reflect back on my years in the program, it feels amazing to know how much the Carlson PhD develops your abilities as a thinker, scholar and teacher.”

Suvrat Dhanorkar, 2015, Pennsylvania State University

“Work & Organizations

“Achieving a PhD in business administration in the Work and Organizations Department at the Carlson School has been a great experience for me. Having completed an intense curriculum taught by professors who are leading researchers in their fields, and having engaged in research with those faculty members, I now have the tools necessary to be successful in whatever course my career in management science takes… I was happily surprised at how friendly and supportive the faculty and staff at the Carlson School were…the collegial nature of my classmates made the accomplishment of the degree a much more manageable and enjoyable process…”

John-Gabriel Licht, 2015, St. Norbert College

“,…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.”

KiY oungh Lee, 2014, SUNY-Buffalo
PhD by the Numbers

Class entering 2017

357 APPLICANTS

23 Admissions Offers

17 INCOMING STUDENTS

Demographics for current students

95 STUDENTS TOTAL

27 U.S. STUDENTS

68 INTERNATIONAL STUDENTS

1416 Average GRE (before August 2011)

324 Average GRE (after August 2011)

708 Average GMAT

For more information

Website: carlonschool.umn.edu/degrees/phd
Email: csom-phd@umn.edu

Sandy Herzan  Associate director
612-624-0875 • herza002@umn.edu

Melissa Grass  Program assistant
612-624-5065 • grass062@umn.edu

Important websites
PhD Financial Aid  z.umn.edu/CarlsonPhDTuition
Graduate School  grad.umn.edu
Housing Services  housing.umn.edu
Health Services  bhs.umn.edu/east-bank-clinic/index.htm
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