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 2016)

<table>
<thead>
<tr>
<th>Applications</th>
<th>54</th>
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<tbody>
<tr>
<td>Admissions</td>
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<tr>
<td>Offers</td>
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<tr>
<td>Acceptances</td>
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<td>Program size</td>
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<td>Average age in program</td>
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<tr>
<td>Average GRE (before August 2011)</td>
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<tr>
<td>Average GRE (after August 2011)</td>
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<td>Average GMAT</td>
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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: 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

Michelle Duffy
Professor, Board of Overseers Professorship in Work and Organizations
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

Colleen F. Manchester
Associate 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
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


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