PhD Program in Business Administration

JOIN US FOR
A WORLD-CLASS EXPERIENCE
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 seventeen 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!

Dr. Shawn Curley, Director
PhD Program in Business Administration

For more information about our program, please visit: carlsonschool.umn.edu/degrees/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/CarlsonPhDWork
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

Accounting PhD Coordinator

Ivy Zhang
Associate Professor
Carl L. Nelson Professor in Accounting
PhD, University of Rochester

Areas of Interest: Financial 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: Mechanism Design, Global Games, Higher-Order Beliefs
Acct 8812: Information Economics II: Disclosure Theory and Real Effects
Acct 8831: Theory of Contracts I: Moral Hazards & Adverse Selection
Acct 8832: Theory of Contracts II: Renegotiation & Incomplete Contracting

Admissions Statistics (Fall 2016)

Applications 42
Offers 2
Acceptances 2
Program size 13
Average age in program 28
Average GRE (before August 2011) 1415
Average GRE (after August 2011) 327
Average GMAT 712
Accounting Faculty

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

Ayesha Dey  
Associate 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

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 mark-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

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

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

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 2016)

75
Applications
3
Admissions
Offers
3
Acceptances
15
Program size
27
Average age
in program
1445
Average GRE
(before August 2011)
324
Average GRE
(after August 2011)
710
Average GMAT
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

Mark Egan
Assistant Professor
PhD, University of Chicago
Areas of Interest: Corporate finance, industrial organization, health economics

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

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

Jianfeng Yu (Leave of Absence)
Associate Professor and Piper Jaffrey Professorship in Finance
PhD, University of Pennsylvania
Areas of Interest: Theoretical and empirical asset pricing
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](z.umn.edu/CarlsonPhDIDSc)

### Curriculum & Courses

Students take a minimum of 40 credits of coursework including 15 credits of IDSc PhD seminars and 16 credits of research methodology coursework and supporting fields courses. Required PhD seminars include IDSc 8511, 8521, 8531, 8541, and 8721, with additional elective department seminars available covering topics such as social media, data mining and personalization. Methodology courses can include regression, experimental design, multivariate statistics, econometrics, microeconomics, game theory, data mining, business intelligence, 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 8721: Behavioral Decision Theory
IDSc 8801: Special Topics

### 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

---

**Admissions Statistics (Fall 2016)**

- Applications: 40
- Admissions Offers: 4
- Acceptances: 2
- Program size: 14
- Average age in program: 31
- Average GRE (before August 2011): 1300
- Average GRE (after August 2011): 322
- Average GMAT: 725
Information and Decision Sciences Faculty

Panagiotis Adamopoulos
Assistant Professor
PhD, New York University
Areas of Interest: Data science, machine learning, econometrics and experimental research designs in the areas of recommender systems, e-business, social media, and e-learning

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 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
Department Chair, 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
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

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

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
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

Marketing PhD Coordinator
Tony Cui
Associate Professor 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

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

Admissions Statistics (Fall 2016)

<table>
<thead>
<tr>
<th>Applications</th>
<th>63</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions Offers</td>
<td>3</td>
</tr>
<tr>
<td>Acceptances</td>
<td>2</td>
</tr>
<tr>
<td>Program size</td>
<td>13</td>
</tr>
<tr>
<td>Average age in program</td>
<td>29</td>
</tr>
<tr>
<td>Average GRE (before August 2011)</td>
<td>1418</td>
</tr>
<tr>
<td>Average GRE (after August 2011)</td>
<td>324</td>
</tr>
<tr>
<td>Average GMAT</td>
<td>717</td>
</tr>
</tbody>
</table>
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

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 Trust Professor of Marketing  
PhD, University of Pennsylvania  
**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 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

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
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 2016)

58 Applications
6 Admissions
2 Acceptances
14 Program size
32 Average age in program
1480 Average GRE (before August 2011)
332 Average GRE (after August 2011)
722 Average GMAT

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

12
Strategic Management & Entrepreneurship Faculty

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
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
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

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

Aks Zaheer
Professor, Curtis L. Carlson Chair in Strategic Management and Entrepreneurship; 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

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
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.**

---

**Supply Chain & Operations PhD Coordinator**

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

---

**Admissions Statistics (Fall 2016)**

- 20 Applications
- 5 Admissions Offers
- 2 Acceptances
- 12 Program size
- 1400 Average GRE (before August 2011)
- 322 Average GRE (after August 2011)
- 684 Average GMAT
- 31 Average age in program

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
Supply Chain & Operations Faculty

Karen Donohue  
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

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

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 2016)

<table>
<thead>
<tr>
<th>Applications</th>
<th>Admissions</th>
<th>Offers</th>
<th>Acceptances</th>
<th>Program size</th>
<th>Average age in program</th>
<th>Average GRE (before August 2011)</th>
<th>Average GRE (after August 2011)</th>
<th>Average GMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>54</td>
<td>2</td>
<td>2</td>
<td>18</td>
<td>34</td>
<td>318</td>
<td>1373</td>
<td>677</td>
<td></td>
</tr>
</tbody>
</table>

---

**Work & Organizations PhD Coordinator**

**John D. Kammeyer-Mueller**

Professor

PhD, University of Minnesota

**Areas of Interest:**
New employee socialization and adaptation, individual differences, attitudes and emotions, and research methodology

---

**Areas of Interest:**

New employee socialization and adaptation, individual differences, attitudes and emotions, and research methodology.
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
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.

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.
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) 320.

More Information

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

› z.umn.edu/CarlsonPhDAdmissions
## Placements

### Accounting

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Yuanyuan Ma, Jonathan Nam</td>
<td>California State – Fullerton, Hong Kong Polytechnic University</td>
</tr>
<tr>
<td>2015</td>
<td>Wen Chen, Sumi Jung</td>
<td>City University of Hong Kong, Chinese University of Hong Kong</td>
</tr>
<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>
</tbody>
</table>

### Finance

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Junyan Shen</td>
<td>Iowa State University</td>
</tr>
<tr>
<td>2015</td>
<td>Amanda Heitz, Hongda Zhong</td>
<td>Tulane University, London School of Economics</td>
</tr>
<tr>
<td>2013</td>
<td>Tao Shen, Huijun Wang</td>
<td>Tsinghua University, University of Delaware</td>
</tr>
</tbody>
</table>

### Information and Decision Sciences

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<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>
</tr>
</tbody>
</table>

### Marketing

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Jennifer Stoner, Chiraag Mittal</td>
<td>University of North Dakota, Texas A&amp;M</td>
</tr>
<tr>
<td>2015</td>
<td>Xiaolin Li, Yajin Wang</td>
<td>University of Texas-Dallas, University of Maryland-College Park</td>
</tr>
<tr>
<td>2014</td>
<td>Ryan Rahinel</td>
<td>University of Cincinnati</td>
</tr>
<tr>
<td>2013</td>
<td>Nelson Amaral, Jannine Lasaleta, Paola Mallucci</td>
<td>American University, Washington, DC, Grenoble Ecole de Management, France, University of Wisconsin-Madison</td>
</tr>
</tbody>
</table>

### Strategic Management & Entrepreneurship

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td>2013</td>
<td>Joel Malen, Ramin Vandaie</td>
<td>Hitotsubashi University, Japan, SUNY-Buffalo</td>
</tr>
</tbody>
</table>

### Supply Chain & Operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Xiaojin (Jim) Liu</td>
<td>University of Virginia Post-Doc</td>
</tr>
<tr>
<td>2015</td>
<td>George Ball, Suvrat Dhanorkar, Ujjal Mukherjee</td>
<td>Indiana University, Penn State University, University of Illinois-Urbana/Champaign</td>
</tr>
<tr>
<td>2013</td>
<td>Yinghao Zhang</td>
<td>Salisbury University, Maryland</td>
</tr>
</tbody>
</table>

### Work & Organizations

<table>
<thead>
<tr>
<th>Year</th>
<th>Name(s)</th>
<th>University(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Yeonka Kim, Karyn Dossinger</td>
<td>University of Wisconsin - LaCrosse, Suffolk University</td>
</tr>
<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>
</tr>
<tr>
<td>2013</td>
<td>Erica Diehn, Jeehyun (David) Yoon</td>
<td>University of St. Thomas, Wichita State University</td>
</tr>
</tbody>
</table>
Testimonials

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

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

“...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

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

Marketing

“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

**Strategic Management & Entrepreneurship**

“The PhD Program at the Carlson School is truly an excellent place to grow as an academic and independent researcher. The program and faculty members of the department provided challenges as well as support to help students understand and then contribute to the field of management and entrepreneurship through coursework, diverse seminars and workshops, collaborations for publishing in top tier journals, and more.”

Yoonhee Choi, 2016
California State - Long Beach

“I had a great experience in the Minnesota Ph.D. program. The faculty were excellent to work with. They encouraged me to develop my ideas, were eager to work on publications together, and provided excellent mentorship. The wide variety of research areas among faculty made it easy to find a faculty member with common interests. There is also a great camaraderie among Ph.D. students.”

Stephen Jones, 2015
University of Wyoming

**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.”

KiYoung Lee, 2014
SUNY-Buffalo
PhD by the Numbers

Class entering 2016

- **347** Applicants
- **25** Admissions Offers
- **15** Incoming Students

Demographics for current students

- **90** Students Total
- **26** U.S. Students
- **64** International Students

Average GRE

- **1408** (before August 2011)
- **323** (after August 2011)

Average GMAT

- **704**

For more information

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

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

fax: 612-624-8221

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