

# Work & Organizations

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](http://z.umn.edu/CarlsonPhDWorg)



Work & Organizations  
PhD Coordinator

**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

## 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  
Offers

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