PhD Program in Business Administration
A great place to learn business

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

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

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

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

Come join us for a world-class experience!

For more information about our program, please visit: carlonschool.umn.edu/degrees/phd

Dr. Shawn Curley, Director
PhD Program in Business Administration
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

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

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Teaching
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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

Choosing a PhD program
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/CarlsonPhDIDS
Marketing  z.umn.edu/CarlsonPhDMarketing
Strategic Management and Entrepreneurship  z.umn.edu/CarlsonPhDSME
Supply Chain and Operations  z.umn.edu/CarlsonPhDSO
Work and Organizations  z.umn.edu/CarlsonPhDWO

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
Accounting Faculty

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

Salman Arif
Assistant Professor
PhD, Stanford University
Areas of Interest: Capital markets, disclosure, asset pricing, financial reporting, behavioral finance

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

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

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

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

Nan Li
Assistant Professor
PhD, Columbia University
Areas of Interest: Executive compensation & corporate governance, debt contracting, and international accounting

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

Accounting PhD Coordinator
Haiwen (Helen) Zhang
Associate Professor
PhD, University of Minnesota

Areas of Interest: Security & disclosure regulations, corporate risk management, and financial reporting of banks

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 8832: 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 2019)

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<td>Admissions</td>
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<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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<td>Average GRE</td>
<td>730</td>
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<tr>
<td>Average GMAT</td>
<td></td>
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</tbody>
</table>
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

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 8811: Corporate Finance I
Fina 8820: Topics in Corporate Finance
Fina 8821: Empirical Methods in Finance
Fina 8825: Empirical Corporate Finance
Fina 8890: Topics in Finance

Admissions Statistics (Fall 2019)

<table>
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<th>74</th>
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<td>Offers</td>
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<td>Acceptances</td>
<td>27</td>
<td>Average age in program</td>
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</tbody>
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Finance Faculty

Hengjie Ai
Associate 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

Jacelly Cespedes
PhD, University of Texas - Austin
Areas of Interest: Corporate finance, household finance, financial intermediation, fintech

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: Corporate capital structure, term structure of interest rates, credit risk, capital structure theory, general equilibrium

Xiaoli Lin
PhD, University of Minnesota
Areas of Interest: Asset pricing, macroeconomics and corporate finance

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 Sydnowski
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
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
Information & Decision Sciences

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 journals
- 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 conduct 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 doctoral students to collaborate with faculty. For more information about this program visit: z.umn.edu/CarlsonPhDIDS

Curriculum & Courses

Students take a minimum of 40 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 8572). In addition, 16 credits of methods and supporting field courses are required, including eight credits of research methods courses. These credits must be 500-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 8640: Social Media and Online Communities
- IDSc 8721: Behavioral Decision Theory

Admissions Statistics (Fall 2019)

| 43 | Applications |
| 3 | Admissions |
| 29 | Program size |
| 323 | Average GRE |
| 723 | Average GMAT |

Areas of Interest:
- Social media, online communities, human robot interactions, mobile technologies, distributed collaboration, computational modeling of groups and organizations

Information and Decision Sciences Faculty

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; Associate Dean for Executive Education
PhD, University of Connecticut
Areas of Interest: Social influence and engagement, social contagion, prescriptive analytics, randomized field experiments, and machine learning

Soﬁa Bapna
Assistant Professor
PhD, University of Minnesota
Areas of Interest: Digital platforms, gender gaps, and entrepreneurship

Xuan Bi
Assistant Professor
PhD, University of Illinois at Urbana-Champaign
Areas of Interest: Data science, statistical learning, recommender system, personalized marketing, sales forecasting

Gordon Burcht
Associate Professor & McKnight Presidential Fellow
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
Assistant Professor & Mary and Jim Lawrence Fellow
PhD, New York University
Areas of Interest: Social and economic impacts of online platforms, health IT, crowdfunding and crowdsourcing, design implications of IT artifacts

Shawn Curley
Professor, Director of Graduate Studies and PhD Program Director
PhD, University of Michigan
Areas of Interest: Decision and judgment processes under uncertainty, recommender systems, auction behavior

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 engineering of digital mechanisms, electronic commerce, information economics, computational mechanism design, online auctions and merchantile processes, network externalities and pricing, data communication and computer networks, real-time mechanisms, machine learning

De Liu
Associate Professor & 3M Fellow in Business Analytics
PhD, University of Texas-Austin
Areas of Interest: Economics of auctions and contests, gamiﬁcation, social media and social commerce, crowdfunding

Veronica Marotta
Assistant Professor
PhD, Carnegie Mellon University
Areas of Interest: Economic and social impacts of information technologies and social media, online privacy, online advertising, information economics

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 & Mary and Jim Lawrence Fellow
PhD, Carnegie Mellon University
Areas of Interest: Social media, online communities, human robot interactions, mobile technologies, distributed collaboration, computational modeling of groups and organizations

Soumya Sen
Associate Professor, McKnight Presidential Fellow, Lawrence Fellow, and Academic Director, MIS Research Center
PhD, University of Pennsylvania
Areas of Interest: Network economics, e-commerce, pricing & resource allocation, optimization, network security, social networks

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

Mochen Yang
Assistant Professor
PhD, University of Minnesota
Areas of Interest: Computational design for decision support, machine learning and causal inference, social media and user-generated content
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 phenomena through structured courses, doctoral seminars, and individual projects in marketing and related social sciences. For more information about this program visit: zumn.edu/CarlsonPhDMarketing

Marketing PhD Coordinator
William Hedgcock
Associate Professor
PhD, University of Minnesota

Areas of Interest:
Neuromarketing, decision neuroscience, judgment and decision making, choice biases, and decision making in aging

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 8810: Consumer Behavior Special Topics (topic areas ranging from Branding to Social Influence and Consumer Well-Being)
Mktg 8831: Seminar in Inter-Organizational Relations
Mktg 8842/8843: Quantitative Modeling I & II
Mktg 8850: Marketing Topics Seminar

Admissions Statistics (Fall 2016)

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<tr>
<td>Offers</td>
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<td>Average age</td>
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<td>Average GRE</td>
<td>325</td>
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<tr>
<td>Average GMAT</td>
<td>730</td>
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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 Pennsylvania
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 Minnesota
Areas of Interest: Competitive strategies, pricing, distribution channels, trade promotions, marketing-operations interfaces, behavioral and experimental economics

Vladas Griskevicius
Department Chair, Professor and Carlson Family Chair
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
Areas of Interest: Pricing strategy, brand management, information economics, consumer risk preferences, cross-cultural consumer behavior, cognitive neuroscience

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

Kathleen D. Vohs
Professor and Land O’Lakes Chair in Marketing; Distinguished McKnight University Professorship
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

Allison Jing Xu
Assistant Professor
PhD, University of California, Los Angeles
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

Areas of Interest:
Industrial Marketing, Consumer Behavior, Marketing Theory, Marketing Management, Marketing Research, Advertising, Branding, and Marketing Strategy...
Strategic Management & Entrepreneurship

The Department of Strategic Management and Entrepreneurship at the Carlson School—consistently ranked 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: zumn.edu/CarlsonPhDSME

Curriculum & Courses
The Strategic Management and Entrepreneurship department offers seminars on a wide range of topics of interest to the fields of strategy and entrepreneurship, as listed below. Students are required to take at least 20 credits of coursework with the department (the equivalent of 5 semester-long seminars) in their first two years in the program and strongly encouraged to take all seminars offered by department faculty. In addition, students take between 8 to 11 courses outside the department to deepen their research understanding and disciplinary focus.

Topics of Seminars offered:
Strategy
Organization Theory
Entrepreneurship
Research Methods & Design
Nonmarket Strategy
Technology Strategy
Behavioral Strategy
International Business
Theory Building

Admissions Statistics (Fall 2019)

53 Applications
3 Admissions Offers
3 Acceptances
17 Program size
33 Average age in program
330 Average GRE
716 Average GMAT

Strategic Management & Entrepreneurship Faculty

Moshe Barach
Assistant Professor
PhD, University of California, Berkeley
Areas of Interest: Firm strategy, organizational theory, entrepreneurship, technology strategy, strategic human capital

Mary Benner
Professor
PhD, Columbia University
Areas of Interest: Organization theory, strategy, technology and innovation, organizational change, process management

Sunasir Dutta
Associate 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

Assem Kaul
Associate Professor
PhD, University of Pennsylvania, The Wharton School
Areas of Interest: Corporate strategy, technology and innovation, nonmarket strategy, multinational strategy, entrepreneurship

Jiao Luo, Assistant Professor
PhD, Columbia Business School
Areas of Interest: Organization theory, nonmarket strategy, corporate social responsibility, corporate philanthropy, social impact

Ian Mailand
Professor
PhD, Columbia University
Areas of Interest: Business ethics; corporate governance, corporate social responsibility, ethics of international business

Alfred Marcus
Professor and Edison Spencer Endowed Chair in Strategy and Technological Leadership
PhD, Harvard University
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

Myles Shaver
Professor, Pend 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
Professor, John & Bruce Mootey Chair in Law & Business
PhD, University of Minnesota
Areas of Interest: Knowledge and investment in emerging market countries, performance stability in turbulent industries, and migrant remittances

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

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

Jeremy Watson
Assistant Professor
PhD, Boston University
Areas of Interest: Technology strategy, innovation, intellectual property

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-seller 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. Buick 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 2019)**

- **Applications:** 12
- **Admissions Offers:** 4
- **Program Size:** 15
- **Acceptances:** 2
- **Average Age in Program:** 29
- **Average GRE:** 324
- **Average GMAT:** 716

**Supply Chain & Operations Faculty**

- **Karen Donohue**
  - Professor, Board of Overseers Professorship
  - PhD, Northwestern University
  - **Areas of Interest:** Supply chain coordination, behavioral operations, social and environmental issues in supply chain management, retail operations

- **Necati Ertekin**
  - Assistant Professor
  - PhD, Texas A&M University
  - **Areas of Interest:** Retail operations, operations/ marketing interface, consumer returns, and data analytics with large-scale datasets

- **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

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

- **Kevin Linderman**
  - Professor and Curtis L. Carlson Professor in Supply Chain and Operations
  - PhD, Case Western Reserve University
  - **Areas of Interest:** Process excellence, quality, strategy, technology, and supply networks

- **Adam Goldstein**
  - Associate Professor
  - PhD, Ohio State University
  - **Areas of Interest:** Process excellence, quality, strategy, technology, and supply networks

- **Susan Meyer Goldstein**
  - Assistant Professor
  - PhD, University of Texas, Austin
  - **Areas of Interest:** Humanitarian and not-for-profit operations, health care delivery systems in resource constrained settings, socially responsible operations, global health supply chains

- **Rachna Shah**
  - Associate Professor
  - PhD, The Ohio State University
  - **Areas of Interest:** Lean operations, operational failures (e.g. product recalls), process inspection and compliance, certification, penalties and awards, and environment management in automotive, hospital and nursing homes, pharmaceutical, medical devices, and oil and gas pipeline industries

- **Kingshuk K. Sinha**
  - Department Chair, Supply Chain and Operations, Professor and Mosaic Company—Jim Prokopanko Professor of Corporate Responsibility
  - PhD, University of Texas, Austin
  - **Areas of Interest:** Management of technology and innovation, global supply chain management, management of quality and safety, health care supply chain management, responsible supply chain management, and big data analytics

- **Christopher Nachtsheim**
  - Professor, Frank A. Donaldson Chair in Operations Management
  - PhD, University of Minnesota
  - **Areas of Interest:** Experimental design, regression, analysis of variance, predictive modeling, business analytics, quality and process improvement

- **Karthik V. Natarajan**
  - Assistant Professor
  - PhD, University of North Carolina, Chapel Hill
  - **Areas of Interest:** Humanitarian and not-for-profit operations, health care delivery systems in resource constrained settings, socially responsible operations, global health supply chains

- **Anant Mishra**
  - Associate Professor
  - PhD, University of Minnesota
  - **Areas of Interest:** Technology project management, new product development, innovation contests, public sector operations, global sourcing, developing economies

- **Mobin Panah**
  - Associate Professor
  - PhD, Georgia Institute of Technology
  - **Areas of Interest:** Behavioral operations, social and environmental issues in supply chain management, retail operations

- **Karen Donohue**
  - Professor, Board of Overseers Professorship
  - PhD, Northwestern University
  - **Areas of Interest:** Supply chain coordination, behavioral operations, social and environmental issues in supply chain management, retail operations

- **Necati Ertekin**
  - Assistant Professor
  - PhD, Texas A&M University
  - **Areas of Interest:** Retail operations, operations/ marketing interface, consumer returns, and data analytics with large-scale datasets

- **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

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

- **Kevin Linderman**
  - Professor and Curtis L. Carlson Professor in Supply Chain and Operations
  - PhD, Case Western Reserve University
  - **Areas of Interest:** Process excellence, quality, strategy, technology, and supply networks

- **Adam Goldstein**
  - Associate Professor
  - PhD, Ohio State University
  - **Areas of Interest:** Process excellence, quality, strategy, technology, and supply networks

- **Susan Meyer Goldstein**
  - Assistant Professor
  - PhD, University of Texas, Austin
  - **Areas of Interest:** Humanitarian and not-for-profit operations, health care delivery systems in resource constrained settings, socially responsible operations, global health supply chains

- **Rachna Shah**
  - Associate Professor
  - PhD, The Ohio State University
  - **Areas of Interest:** Lean operations, operational failures (e.g. product recalls), process inspection and compliance, certification, penalties and awards, and environment management in automotive, hospital and nursing homes, pharmaceutical, medical devices, and oil and gas pipeline industries

- **Kingshuk K. Sinha**
  - Department Chair, Supply Chain and Operations, Professor and Mosaic Company—Jim Prokopanko Professor of Corporate Responsibility
  - PhD, University of Texas, Austin
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- **Christopher Nachtsheim**
  - Professor, Frank A. Donaldson Chair in Operations Management
  - PhD, University of Minnesota
  - **Areas of Interest:** Experimental design, regression, analysis of variance, predictive modeling, business analytics, quality and process improvement
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: zumn.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 W&O to gain expertise in theoretical and statistical areas particularly suited to the student’s plan of study.

Admissions Statistics (Fall 2019)

45 Applications
4 Admissions
3 Acceptances
14 Program size
31 Average age in program
317 Average GRE
696 Average GMAT

Work & Organizations Faculty

Abdifikhat Ali
Assistant Professor
PhD, Michigan State University
Areas of Interest: Stigma, diversity, equity, and inclusion, job search and early career processes, and work motivation

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.

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 Heath 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 W. Budd
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 Heath 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, Director of the Center for Human Resources and Labor Studies
PhD, University of Minnesota
Areas of Interest: New employee socialization and adaptation, individual differences, attitudes and emotions, and research methodology

Teresa M. Glomb
Professor, Vernon Heath 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

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

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
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 Zellner-Bruhn
Department Chair; 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

Connie Wanberg
Professor and Industrial Relations Faculty Excellence Chair
PhD, Iowa State University
Areas of Interest: Human capital, personnel economics in education, labor unions

Avner Ben-Ner
Professor
PhD, Massachusetts Institute of Technology
Areas of Interest: How firms create and sustain competitive rents through employment practices, especially recruitment, incentives and training.
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

Enhancing your PhD experience

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

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
- Unofficial transcripts from all college and university coursework, uploaded via the online application system
- Official GMAT or GRE score report
- Official English-language assessment score report (if applicable)
- Statement of purpose/personal goal statement
- Three letters of recommendation uploaded via the online application system
- Application fee

More Information

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

- z.umn.edu/CarlsonPhDAdmissions

Placements

<table>
<thead>
<tr>
<th>Accounting</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Andrew Fluharty</td>
<td>2019 Kaushalendra Kishore</td>
</tr>
<tr>
<td>Xiaoli Guo</td>
<td>Jincheng Tong</td>
</tr>
<tr>
<td></td>
<td>Wei Zhang</td>
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<tr>
<td>2018 Iman Sheibany</td>
<td>2018 Ding Luo</td>
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<tr>
<td>Chao Tang</td>
<td>Ali Sanati</td>
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<tr>
<td></td>
<td>City University of Hong Kong</td>
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<tr>
<td>2017 Aysa Dordzhieva</td>
<td>American University—Washington DC</td>
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<td>Rachel Thompson</td>
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</tbody>
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Information and Decision Sciences

| 2019 Zhihong Ke                                | 2018 Swanand Deodhar                        |
|                                             | Ali Mahdavi                                 |
|                                           | Probil Majumder                             |
|                                           | Zach Shuffler                               |
|                                           | Mochen Yang                                 |
| 2018 Chengxin Cao                             | Indian Institute of Management—Ahmedabad    |
| JaeHwuen Jung                                 | University of Memphis                       |
| Ali Mahdavi Adeli                             | University of Southern California, Post-Doc |

Marketing

| 2019 Maria Rodas                               | 2018 Nicholas Olson                        |
|                                             | Marco Qin                                  |
|                                           | Zuhui Xiao                                 |

Strategic Management & Entrepreneurship

| 2019 Keyman Dennis Kim                        | 2018 Pankaj Kumar                           |
| Paul Nary                                     | Virginia Polytechnic Institute and State    |
| Nicholas Poggioi                              | University                                      |
| Gui Deng Say                                 |                                             |
|                                              | Singapore Management University             |

Supply Chain & Operations

| 2019 Kedong Chen                              | 2018 Rick Hardcopf                          |
| Sehwan Kang                                   | Peitit Kent                                  |
|                                              | Quang (Jason) Nguyen                        |
|                                              |                                             |
| 2018 Xiaojin (Jim) Liu                        |                                             |

Work & Organizations

| 2019 Greg Beaver                              | 2018 Sima Sajjadiani                         |
|                                             | University of British Columbia              |
| 2018 Jin Park                                  |                                             |
| Lingtai Yu                                   | Zayed University (United Arab Emirates)     |
|                                              | University of British Columbia              |
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.”
Ayys Dordzhieva, 2017
University of Texas-Austin

“The landscape of accounting research is in a transition toward more interplay between theoretical and empirical methods. The stellar reputation of analytical and empirical research at the Accounting Department provide doctoral students with unmatched depth and skills which will give them an edge in conducting accounting research. Supportive faculty, continuous exposure to leading research, academic freedom, and collegial work environment are among many reasons to choose the Carlson School.”
Iman Sheibany, 2019
University of Utah

Marketing
“Carlson’s PhD program gave me a solid foundation to build my academic career. I acquired valuable knowledge and skills, not only through courses and seminars, but also through the sharing of ideas, critical discussions, and collaborations with faculty and fellow doctoral students. Early on, I was encouraged to work with as many different faculty members as possible to get exposure to different research streams and work styles. This allowed me to shape my own research agenda and learn from some of the leading researchers in marketing.”
Jincheng Tong, 2019
University of Toronto

Information & Decision Sciences
“Carlson’s PhD program provides an enriching research experience. Carlson’s faculty have proven expertise in a variety of topics, ranging from technical domains such as machine learning and algorithms to social-psychological theories of behavior. As a result, one is never short of either the ideas or the available resources to develop them into interesting research questions. The dedication of the Carlson faculty members to doctoral students is truly remarkable.”
Swaanand Deadhav, 2018
Indian Institute of Management- Ahmedabad

“The PhD in Information and Decision Sciences gave me the tools and connections that I needed to develop as a researcher, while also allowing me the freedom to define my own research agenda and interests. The diversity of expertise in the department gives students a variety of perspectives from which they can approach problems. This, combined with the high level of rigor, offers PhD students excellent preparation for jobs in academia.”
Zach Sheffler, 2018
University of Massachusetts-Amherst

The phd program at the carlson school has been a wonderful, life-changing experience. The faculty in the Marketing Department have helped me in so many ways, and were always supportive in all aspects of my work. We are encouraged to develop our own research interests, and to work with different faculty members. Sandy and Melissa from our PhD office, as great administrators and friends, are also super supportive, and offered me a great deal of help during the process of earning my PhD. My time in Carlson has instilled in me curiosity, a yearning for knowledge and enthusiasm for good-better-best research work.”
Zuhui Xiao, 2018
University of Wisconsin-Milwaukee

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 (S&O) 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, S&O 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.”
Suvarth Dhanorkar, 2015
Pennsylvania State University

“Choosing to attend the PhD program at the Carlson School has been the single best decision at the early stages of my academic career. The faculty at the SME department are world-class scholars and leaders in their field as well as excellent mentors. As a research powerhouse and a flagship state university, the University of Minnesota has countless opportunities to expand a student’s academic breadth, and to gain access to resources outside of the business school. But more importantly, it is the incredible group of genuine and dedicated people that makes the Carlson School such a fantastic place to start a junior scholar off on the path to a fruitful academic career.”
William Nary, 2019
The Wharton School, University of Pennsylvania

“My PhD journey in Carlson has been a wonderful, life-changing experience. The faculty in the Marketing Department have helped me in so many ways, and were always supportive in all aspects of my work. We are encouraged to develop our own research interests, and to work with different faculty members. Sandy and Melissa from our PhD office, as great administrators and friends, are also super supportive, and offered me a great deal of help during the process of earning my PhD. My time in Carlson has instilled in me curiosity, a yearning for knowledge and enthusiasm for good-better-best research work.”
Zuhui Xiao, 2018
University of Wisconsin-Milwaukee

“I had heard much praise for the Carlson School PhD program prior to joining. Experiencing it firsthand, however, led me to understand what makes it so impressive. The program features world-class faculty who invest tremendous time and energy into training students. The kindness I received from faculty on both personal and professional fronts highlights the deeply humane nature of the program. The Department of Strategic Management & Entrepreneurship is truly a great place to prepare you for an academic career.”
Gyi Deng, Say, 2018
Singapore Management University

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 (S&O) 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, S&O 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.”
Suvarth Dhanorkar, 2015
Pennsylvania State University

Work & Organizations
“Being a PhD student in Work and Organizations has been the best educational and professional experience of my life. On top of the exceptional educational and research resources to which I was so lucky to have access, I have had the opportunity to benefit from the guidance and generous assistance my mentors offered. To me, what distinguishes WORG is its people and its collegial and supportive culture. The faculty, staff and fellow PhD students have been essential to my educational journey in unique ways. I will be forever grateful to them for making my time at Carlson the best educational experience of my life.”
Sima Sajjadi, 2018
University of British Columbia
PhD by the Numbers

Class entering 2019

332
APPLICANTS

25
Admissions
Offers

19
INCOMING
STUDENTS

29
Average age
in program

Demographics for
current students

91
STUDENTS
TOTAL

17
US STUDENTS

74
INTERNATIONAL
STUDENTS

324
Average GRE

718
Average GMAT

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

For more information

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

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

Program assistant
612-624-5065

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
PhD in Business Administration
Carlson School of Management
University of Minnesota

321 Nineteenth Ave. South, Suite 4-205
Minneapolis, MN 55455-0438

612-624-0875 or 612-624-5065
csom-phd@umn.edu
carlsonschool.umn.edu/degrees/phd

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